DOCUMENT RESUME

ED 141 718 CG 011 545

AUTHOR Holoter, Harold A.; And Others
TITLE Navy Career Counseling Research: Command Retention Team Study. System Development Corporation Technical Report No. 5.
INSTITUTION System Development Corp., Santa Monica, Calif.
SPONS AGENCY Office of Naval Research, Arlington, Va.
REPORT NO TM-5031/005/00
PUB DATE 10 Sep 76
CONTRACT N00014-75-C-0311
NOTE 152p.; For related documents, see CG 011 541-545

EDRS PRICE MF-$0.83 HC-$8.69 Plus Postage.
DESCRIPTORS Armed Forces; *Career Opportunities; *Enlisted Personnel; Goal Orientation; *Individual Needs; *Job Satisfaction; Military Service; Organizational Effectiveness; *Personal Interests; Research Projects; *Vocational Counseling

ABSTRACT

This study focuses on the effectiveness of the Command Retention Team (CRT) concept in operation. Criteria were developed to measure the impact of CRT members, including career counselors and division officers, on retention and personnel satisfaction at the unit level. Techniques designed for use at the unit level to assist commands in measuring CRT effectiveness were developed; CRT concept effectiveness in support of the command retention program was associated with unit retention date; and actions which the Navy might take to improve functioning of the CRT concept were identified. Conclusions based on observation and results of group and individual interviews, surveys, sensing sessions and record reviews are also presented. (Author)

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TECHNICAL REPORT NO. 5

NAVY CAREER COUNSELING RESEARCH: COMMAND RETENTION TEAM STUDY

Harold A. Holoter
Robert J. Provenzano
James Copes

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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Principal Investigator - Gloria L. Grace

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER Technical Report No. 5	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) Navy Career Counseling Research: Command Retention Team Study		5. TYPE OF REPORT & PERIOD COVERED
		6. PERFORMING ORG. REPORT NUMBER TM-5031/005/00
7. AUTHOR(s) Harold A. Holoter Robert J. Provenzano James Copes		8. CONTRACT OR GRANT NUMBER(s) N00014-75-C-0311
9. PERFORMING ORGANIZATION NAME AND ADDRESS System Development Corporation 2500 Colorado Avenue Santa Monica, California 90406		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS NR-170-791
11. CONTROLLING OFFICE NAME AND ADDRESS Office of Naval Research Code 452 800 North Quincy Street Arlington, Virginia 22217		12. REPORT DATE 10 September 1976
		13. NUMBER OF PAGES
14. MONITORING AGENCY NAME & ADDRESS(if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

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17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Career Counseling, Retention, Command Retention Team, Career Satisfaction, Organizational Effectiveness

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

This research was directed toward investigating the effectiveness of the Command Retention Team (CRT) concept in operation. Criteria were developed to measure the impact of CRT members, including career counselors and division officers, on retention and personnel satisfaction at the unit level. Techniques designed for use at the unit level to assist commands in measuring CRT effectiveness were developed; CRT concept effectiveness in support of the command retention program was associated with unit retention data;

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Block 20: (continued)

and actions which the Navy might take to improve functioning of the CRT concept were identified. Conclusions based on observation and results of group and individual interviews, surveys, sensing sessions and record reviews were also presented.

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SECTION 1 - INTRODUCTION

This report describes results of the evaluation of the Navy Command Retention Team concept. This evaluation was conducted as part of Phase 3 of System Development Corporation's (SDC's) program of research on retention and personnel satisfaction. Individual interviews and surveys augmented by group interviews, sensing sessions, observations, and record reviews were utilized as data collection techniques. The research approach was designed to elicit and compare perceptions and beliefs of Command Retention Team members (the delivery system) and enlisted personnel (the client population) as well as to obtain information regarding required record keeping procedures.

1.1 BACKGROUND

In an all-volunteer force environment, the Navy no longer has a guaranteed source of qualified personnel. Like other employers, the Navy must compete in the general labor market to obtain necessary manpower. The Navy's manpower needs require the reenlistment of sufficiently large numbers of first-term personnel with proper skills over the next several years in order to maintain the career force strength at the desired level. Adequate numbers of personnel in other terms of enlistment must also continue to reenlist at currently forecasted rates, if the Navy's manpower goals are to be achieved.

In adapting to the all-volunteer force environment, the Navy has expanded and modified its Career Counseling Program for enlisted personnel. This program is designed to assist the Navy in meeting manpower needs by stimulating the interest of qualified personnel in the Navy as a career. The Command Retention Team serves as one aspect of the current approach to solving the overall retention problem.

Active command level support and participation were seen as critical to an effective retention program. (The reader is referred to Section 2 and Appendix A of System Development Corporation Technical Report No. 4, Career Satisfaction

As A Factor Influencing Retention, 14 May 1976, for applicable research literature.) Command Retention Teams, and the related team approach, are envisioned as being of key assistance to commanding officers in establishing a required personal involvement and a positive career retention atmosphere. Commanding officers have been urged to adopt and integrate the concept into the command organization. The Command Retention Team includes division officers; command and collateral duty career counselors; the master, senior, or chief petty officer of the command, and administrative/personnel office staff. They are responsible for working as a team to create awareness and understanding of the Navy's retention programs by:

(1) Conducting an effective career information program,

(2) Implementing a dynamic and timely interview and career counseling system,

(3) Apprising the officers, CPOs, and LPOs of the command concerning retention efforts in progress, and

(4) Making recommendations to the commanding officer to enhance the command's career retention environment.

Within the team, the division officer is specifically responsible for ensuring career information awareness and positive career motivation within his/her division. He/she is charged with becoming thoroughly familiar with Navy career retention material (e.g., the Career Counseling Manual, relevant instructions such as Career Reenlistment Objectives (CREO), BUPERINST 1133.25 series and Professional Growth Criteria, BUPERINST 1133.22 series); insuring that career counseling interviews in the division are scheduled and conducted in a timely and proper manner and that appropriate follow-up action is initiated; and attending TYCOM or BUPERS Career Information Schools when feasible, as well as ensuring that divisional collateral duty career counselors attend such schools whenever possible.

Each command career counselor is responsible to the commanding officer for organizing, monitoring, and implementing an effective command career counseling program. He/she is to be closely supported by the departmental/division career counselors throughout the command. In carrying out their functions, career counselors are responsible for scheduling and conducting career counseling interviews and completing necessary reports for all individuals in the command (career enlisted personnel as well as potential first-term reenlistees); initiating appropriate follow-up actions to resolve specific retention problems or questions indicated in the interviews; assuring that command members are aware of and understand the Navy career programs, opportunities available to them, and the impact of any retention program policies/procedures changes; and generally, assisting in promoting retention and creating a favorable retention environment among all personnel in the command through efficient and professional discharge of duties and by making recommendations or suggestions up the chain-of-command.

Master, Senior, and Chief Petty Officers of the Command (MCPOC, SCPOC, CPOC) are responsible for creating career awareness in subordinates through personal knowledge of retention programs and policies; keeping the command advised regarding retention impact of command policies; counseling senior petty officers; handling general military training (GMT); and assisting the career counselor with his budget.

The administrative/personnel offices of the command should play vital roles in the command's retention activities through performance of the administrative follow-up required by an active retention program. The speed with which this administrative follow-up is accomplished is vitally important to the generation of good command morale and the feeling that the command is responsive to individual needs. Without this visible support, other efforts may be nullified. A smooth working relationship in this area is essential if a command retention effort is to be credible and successful.

1.2 OBJECTIVES

The overall objective of this study was to investigate the effectiveness of the Command Retention Team (CRT) concept in operation. To accomplish this, the following sub-objectives were also identified:

(1) Develop criteria to measure the impact of career counselors and division officers on retention and personnel satisfaction at the unit level;

(2) Develop a technique for use at the unit level to assist commands in measuring CRT effectiveness;

(3) Associate CRT operational status with unit retention data to assess the effectiveness of the CRT concept in support of the command retention program;

(4) Identify actions which the Navy might take to improve the CRT concept.

SECTION 2 - METHODS AND PROCEDURES

The methods and procedures utilized in this investigation are described in this section. Interviews, observations, and survey research techniques were the primary methodologies used in the conduct of this study. Three data collection instruments were developed and used to collect the majority of data. These included the Career Counseling Questionnaire which was designed for use with enlisted personnel--the client population; the Command Retention Team Interview which was designed for use with CRT members; and a checklist designed for use in reviewing the file of NAVPERS Forms 1133/11 maintained by a command's career counselor. These methods were augmented by group interviews, sensing sessions, and observational data collected at each command as time and circumstance permitted.

In preparing the data collection instruments, a special review was made of information contained in the following documents: Impact of Navy Career Counseling On Personnel Satisfaction and Reenlistment (SDC TM-5031/003/00, 1974), the Career Counseling Manual (NAVPERS 15878), Command Retention Indicators (Pers-5212), Enlisted Retention Effectiveness (BUPERSNOTE 1133), Pacific Fleet Personnel Retention Program (CINCPACFLTINST 1133.5A), CINCPACFLT Enlisted Retention Report (CINCPACFLTINST 1133.4A), and Atlantic Fleet Personnel Retention (CINCLANTFLTINST 1133.1).

Design of data collection instruments, unit sampling logic, and the field data collection techniques will be discussed in the following paragraphs.

2.1 INSTRUMENT DESIGN

The data collection instruments are described in this section. These instruments were developed by the research staff, reviewed by Navy personnel, and approved for administration by cognizant Navy agencies.

Career Counseling Questionnaire. This questionnaire was designed to obtain data on how the Command Retention Team functions from the perspective of the enlisted person. It was designed for group administration. In order to minimize disruption of operational activities at a given command, total administration time was required not to exceed 30 minutes. A total of 45 items was included in the questionnaire. The areas of inquiry included and relevant questions for each are shown in Table 2-1.

Table 2-1. Relevant Questions by Area of Inquiry for the Career Counseling Questionnaire

AREA OF INQUIRY	N	RELEVANT QUESTIONS
Demography	6	1,2,3,4,5,6
Type and/or frequency of career counseling program activities experience in present command		
• Individual career counseling interviews	4	7,8,9,10
• Group career counseling interviews	7	13,32,34,35,36,38,39
• Interaction of command members	2	18,19
Perceptions and attitudes concerning the career counseling program in present command		
• Individual career counseling interviews	3	11,12,28
• Group career counseling interviews	6	27,33,37,40,41,42
• Interaction of command members regarding career information	13	41,15,17,20,21,22,23 24,25,26,29,30,31
Career information sources	2	43,44
Career information needs	2	16,45

In addition to the 45 questions, the questionnaire booklet included a "Comment" page at the end to allow for open-ended comments and suggestions from the respondents. The booklet was designed so that answers could be directly recorded in the booklet, thus precluding the need for a separate answer sheet. An appropriate Privacy Act Statement was attached to the front of the questionnaire. It was read by each survey participant, signed, and given to the survey administrator prior to his answering the questions. BUPERS approval for the Career Counseling Questionnaire was obtained on 24 October 1975 in accordance with the provisions of BUPERINST 1000.21 of 5 August 1974. A copy of this questionnaire appears in Appendix A.

Command Retention Team Interview. This structured interview was designed to obtain data from the perspective of CRT members on how the CRT functions as individuals and as a team at a given command. A total of 32 items was developed to serve as a structured guide for the interview. Total interview time was approximately 40 minutes for the Command Career Counselor (CCC) and 20 minutes for other CRT members. The major reason for this time differential was that many of the questions were specifically designed to apply only to the career counselor. The areas of inquiry included in the interview and the relevant questions for each area are shown in Table 2-2.

Table 2-2. Relevant Questions by Area of Inquiry for the Command Retention Team Interview.

AREA OF INQUIRY	N	RELEVANT QUESTIONS
Demography	4	1,2,3,22
Type and/or frequency of involvement in retention program activities	13	4,6,7,8,9,10,11,14 18,24,25,26,32
Type counseling techniques/procedures utilized	6	5,20,21,27,28,31
Perceptions and attitudes concerning impact of career information sources on retention	6	12,13,15,16,17,23
Perceptions and attitudes concerning the quality of Navy life	3	19,29,30

As with the Career Counseling Questionnaire, an appropriate Privacy Act Statement was attached to the front of the interview guide. It was read by each interviewee, signed, and given to the interviewer prior to answering the questions. BUPERS approval for the CRT Interview guide was obtained on 24 October 1975 in accordance with the provisions of BUPERINST 1000.21 of 5 August 1974. A copy of the questionnaire items is contained in Appendix D.

NAVPERS Forms 1133/11 Checklist. The purpose of this checklist was to obtain data about the use of the Career Counselor Record (NAVPERS Form 1133/11) which is normally maintained by a command's career counselor. The form, which is required to be included in each individual's service record, contains entries for recording career-related demographic data such as schools completed and NEC, specific career counseling services provided such as a retention program interview, and any other personal or career information which might give aid and insight to future career counseling efforts with the individual.

The checklist was designed to assist the field data collector to systematically review the career counselor's file of NAVPERS Forms 1133/11 and record the presence, type, and extent of data contained on the forms sampled. The purpose was to see how much information was present and to attempt to determine currency of records.

2.2 UNIT SAMPLING TECHNIQUES

Fifteen Navy commands were selected for inclusion in this study. The criteria and procedures used for their selection are described below.

Command Selection Criteria. Four criteria were used as the basis for command selection. These were:

(a) High, medium, and low retention-rate units for each Type Command included in the sample must be selected.

(b) Air, submarine, and surface commands must be represented in the commands sampled.

(c) Both CINCPACFLT and CINCLANTFLT Commands must be represented in the commands selected.

(d) Each command selected must have experienced a Human Resource Availability (HRAV) period and the Human Resource Management (HRM) Survey data obtained as a part of the HRAV must exist in the HRM Data Bank maintained by the Navy Personnel Research and Development Center (NPRDC) at Pt. Loma, California.

Command Selection Procedures. A list of Navy commands having HRM Survey data in the HRM Data Bank as of April 1975 was obtained from NPRDC as the first step in the command selection process. This list represented the population of units available for inclusion in the study based on the criteria discussed above. The units were then categorized by fleet (Atlantic, Pacific), by geographical area within fleet (i.e., San Diego, Pearl Harbor, Norfolk), and by Type Command within area. FY75 retention rate statistics then were obtained for each unit from Pers 5212. Based on these data, three retention rate categories--higher, medium, and lower -- were established for each type of command. These three categories were assigned based on gross retention rates. For each type of unit a natural break in retention rate was used as the break point between higher, medium, or lower retention. The appropriate retention category was then assigned to each unit. The next step was to develop the sampling matrix of desired commands by geographical area. It was determined that five commands would be selected from each of the three geographical areas and that of the 15 commands, nine would be surface and three each would be air and submarine units. The sampling plan developed is shown in Table 2-3.

Table 2-3. Sampling Plan Showing Commands Studied by Geographical Area and Type Command.

Type Command	Geographical Area			Totals
	Norfolk	Pearl Harbor	San Diego	
Surface	4	2	3	9
Air	1	1	1	3
Submarine	0	2	1	3
TOTAL	5	5	5	15

This matrix provided the appropriate representation of commands by geographical area and type command indicated by the selection criteria. The determination of which commands to sample in a given geographical area was based largely on the known availability of particular type commands and retention rate groupings in the three geographical areas.

Following this process, lists of appropriate commands were prepared for each cell in the matrix. These lists were then used as the basis for selection of the 15 commands to be included in the study. In the Norfolk area, for example, four groups of commands were compiled --"high surface," "medium surface," "low surface," and one "air." Each group contained from three to six commands. CINCLANTFLT was then asked to select one command (two in the case of one of the "surface" groups) from each of the four groups to participate in the study based on their availability in the Norfolk area during the planned data collection period.

2.3 SAMPLING LOGIC

As discussed earlier, the three primary data collection methods used were the Career Counseling Questionnaire, the Command Retention Team Interview, and the review of the Career Counseling Records (NAVPERS FORM 1133/11). The sampling guidelines established for these methods are discussed below:

- The Career Counseling Questionnaire was to be administered to a sample of 20 enlisted persons from each of the air and surface commands and 12 persons from each submarine command, due to their smaller size. The total expected sample for this questionnaire was 276 based on the selection of three air, three submarine, and nine surface commands. Half of the sample was to be enlisted first-termers aboard at least 3 months and the other half was to be other enlisted personnel selected randomly from the duty roster.
- An individual CRT Interview was to be conducted with four members of each CRT, thus resulting in an expected sample size of 60 CRT members. The four to be interviewed were to include the command career counselor, Commanding Officer (CO), or Executive Officer (XO), a division officer, and a senior enlisted person such as the MCPOC, or a lead petty officer (LPO). When possible, a collateral duty career counselor was also included.
- A random sample of 10 NAVPERS Forms 1133/11 was to be reviewed at each command for a total of 150 forms. These were to be obtained from the career counselor's files and systematically reviewed using the checklist discussed earlier.

2.4 ANALYSIS DESIGN

Analysis was designed to permit testing of hypotheses about the relationship between personal characteristics, measures of CRT effectiveness, HRM survey results and command retention rates. The analysis design is shown in Table 2-4 on the next page.

Table 2-4. Command Retention Team Analysis Design.

Data Collection Instrument (Data Repository)		Type of Information by FY75 Retention Rate Groups		
		Higher	Medium	Lower
Career Counseling Questionnaire (SDC)	First term	Five areas of inquiry containing a total of 45 relevant questions.		
	Other terms			
Command Retention Team Interview (SDC)		Five areas of inquiry containing a total of 32 relevant questions.		
NAVPERS 1133/11 Checklist (SDC)		Records search with respect to completeness and currency.		
HRM Data Base (NPRDC)		Descriptive statistics for items and indices contained in the HRM Survey.		

SECTION 3 - RESULTS

Results of the investigation of the Command Retention Team (CRT) concept in operation are presented in this section. Included and compared are perceptions and beliefs of enlisted personnel--the client population--and CRT members--the career counseling delivery system. More specifically, results of the analysis of data obtained from administration of the Career Counseling Questionnaire, interviews with CRT members, and review of NAVPERS Form 1133/11 are described in this section. Results obtained using these SDC instruments are also compared with results of the Human Resources Management Survey. Information regarding required record keeping procedures is also reported.

3.1 CAREER COUNSELING QUESTIONNAIRE

A sample of 242 enlisted personnel in all terms of enlistment were surveyed using the Career Counseling Questionnaire. The survey appears in Appendix A, together with descriptive statistics by question for the total sample. Chi-squares and one-way ANOVAs were computed by grouping[1] respondents from higher, medium, and lower retention units. Respondents from the higher retention units are called the High group; from the medium retention units, the Medium group; and from the lower units, the Low group. Results of the Chi-square analysis are shown in Appendix B. Results of the ANOVA analysis are shown in Appendix C. The results of these analyses are summarized in the following paragraphs.

3.1.1 Demographics

The High, Medium, and Low groups did not differ significantly with respect to organizationally-related demographics. As shown in Table 3-1, for the entire sample surveyed, the average pay grade was 3.68. The Low group had a slightly higher average paygrade (3.88) than did the High (3.60) and Medium (3.63) groups. In addition, the Low group averaged 54.88 months of service in the Navy, which tended to be longer than for both the High (44.69) and Medium (42.11) groups.

[1] See Section 2 of this report for a description of the logic used to group units.

Table 3-1. Demographics for Enlisted Personnel by Retention Grouping.[1]

Demographics	Retention Rate Group			Total (N=241)	F
	High (N=42)	Medium (N=140)	Low (N=59)		
Average Pay Grade (E1-E9)	3.60	3.63	3.88	3.68	.849
Average Time in Service (months)	44.69	42.11	54.88	45.69	1.264
Average Time Remaining (months)	28.78	25.53	28.03	26.69	.910
Average Time in Command (months)	12.34	14.35	14.49	14.04	.637

The total sample averaged 26.69 months remaining in the service, with the Medium group averaging fewer months of obligated service (25.53 months) remaining than the other two groups (High, 28.78 months; Low, 28.03 months). With respect to time in command, the High group averaged approximately two months less (12.34 months) than the Medium (14.35 months) and Low (14.49 months) groups. The entire sample averaged a little over a year (14.04 months) in the command at the time of the survey.

The distributions of High, Medium, and Low groups by occupational grouping were also examined using Chi-square as the technique. As shown in Table 3-2, some variation between groups was observed for the Deck, Ordnance, and Engineering and Hull occupational groupings. However, variations for the overall sample were not statistically significant.

[1] None of the obtained Fs were statistically significant.

Table 3-2. Rate Group Percentage Distribution by Retention Grouping.

Occupational Grouping	Total Group	Retention Rate Group		
		High	Medium	Low
Deck	12.0%	6.3%	19.2%	8.2%
Ordnance	9.5	18.8	10.8	8.2
Electronics	5.0	9.4	5.8	4.1
Administrative and Clerical	17.8	15.6	23.3	20.4
Engineering and Hull	21.5	28.1	20.8	34.7
Aviation	17.4	21.9	20.0	22.4
Non-Rated	16.9	23.8	16.7	18.6
(N)	(242)	(42)	(140)	(60)
Chi-square = 14.293 df = 12				

3.1.2 Individual Career Counseling Interviews

Perceived exposure to individual career counseling interviews (Q6) was determined. As shown in Table 3-3, there was an inverse relationship between perceived exposure and unit retention rates. Personnel in the Low group perceived they had received the greatest exposure (47.5%) and personnel in the High group, the least exposure (19.0%).

Table 3-3. Perceived Exposure to Individual Career Counseling Interview (Q6).

Question	Response	Total Group	Retention Rate Group		
			High	Medium	Low
Q6. Did you ever have an individual career counseling interview before you reported aboard this command?	Yes	36.5%	19.0%	37.1%	47.5%
	No	63.5	81.0	62.9	52.5
	(N)	(241)	(42)	(140)	(59)
Chi-square = 8.599* df = 2					

*significant at .05 level of confidence

These results show a clear distinction between perceptions of members of the High and Low groups. This difference may be indicative of sampling bias, differential experiences with individual interviews in last command, or actual differences in interviewing style in current command.

Of the seven other items (Q7, Q8, Q9, Q10, Q11, Q12, Q28) in the questionnaire pertaining to individual career counseling interviews, differences between retention rate groups were found for the first three items. When asked whether they had ever had an individual career counseling interview since reporting aboard their present command (Q7), a marked difference between respondents in the High and Low groups was obtained. Only 16.7 percent of the High group reported having had an individual interview while 71.2 percent of the Low group said they had received an interview in their command.

When asked about how many individual interviews they had received at their command, an inverse relationship between retention rate group and number of individual interviews was obtained (Low, Mn=1.39; Medium, Mn=.65; High, Mn=.38). This difference was significant at the .01 level of confidence. Retention rate groups also differed significantly with respect to the type of career counselor--the command career counselor or the department career counselor--who conducted the individual interviews received by respondents (Q9). For the High group, interviews tended to be conducted by department career counselors and for the Low group, by command career counselors. Clearly, the Navy appears to be focusing retention efforts on the Low units. Factors other than individual interviews must be operative in High group commands to account for their high retention rates.

3.1.3 Group Career Counseling Interviews

Of the thirteen questions (Q13, Q27, Q32-Q42) asked concerning group career counseling interview experiences in the present command, three were found to differentiate significantly ($p < .05$) between retention groups. The pattern observed with regard to individual interview activities was apparent again with regard

to group interviews. The Low group appeared to have experienced more group interviews than High groups, and Low group units tended to rely almost exclusively on the command career counselor to conduct these interviews. More specifically, 23.7 percent of the Low group respondents indicated they had attended a "10-months-before-EAOS or -PRD" group interview in their present command as compared with only 4.0 percent of the High group respondents (Q13). When asked if they had ever attended group presentations in which Navy career information was presented using a slide or moving picture projector (Q32), 45.8 percent of respondents from the Low Group answered Yes, as compared with only 12.2 percent of the High group respondents. In addition, when asked about who conducts the career counseling group interviews in the present command (Q27), for the Low group, 75.9 percent of the respondents stated that it was the command career counselor, while only 38.5 percent of the High group reported that it was the command career counselor. Interestingly, almost one-third (30.8%) of the High group report "no one" conducts group interviews, which was much higher proportionally than the 13.8 percent reported by the Low group.

Other group interview questions explored areas such as the type of information covered in previous group interviews, the effectiveness and impact of the presentations, and interest in attending such presentations in the future. As noted earlier, significant differences between retention groups were not obtained for these questions. (See Appendix A for details which may also provide insight into group interview activities.) Approximately three-fifths (60.9%) of those responding indicated they gained at least some new knowledge from the presentations (Q41) though only one-third (32.9%) reported their having any influence on reenlistment decisions (Q42). Two-fifths (41.3%) of those responding liked the last presentation they saw, and the types of information covered appeared to be rather uniform across all topic areas.

3.1.4 Interactions of Command Members

Respondents were asked concerning their perceptions about the involvement of command members in career counseling program activities (Q14, Q15, Q17-Q26,

Q29-Q31). The primary objective of these questions was to ascertain whether the unit retention program was functioning as a "team" effort. In general, these 15 questions examined how command career counselors were perceived, including their willingness and ability to provide assistance with regard to career related matters.

The pattern of results discussed in the previous paragraphs again emerged with respect to this set of questions. For the Low group, command career counselors overwhelmingly appear to be the focus of most retention program activities. For the High groups, the responsibility of these activities appeared to be shared by CRT members. For example, survey respondents were asked to estimate the percentage of time their command career counselors spent on group interviews, individual interviews, administrative duties, and other duties (Q14). Distributions of responses for the total group appear in Table 3-4. Significant differences between retention rate groups were obtained both for individual interviews and other duties. For the Low retention group, respondents estimated that their command career counselors spent about half (50.2%) of their time on individual interviews as compared with about one-third (31.2%) of their time for the High group. On the average, the Low group estimated that counselors spent one-third (33.5%) of their time on other duties while High group respondents estimated that four-fifths (80.0%) of their counselors' time was similarly spent.

Although significant differences between retention rate groups were not obtained, it is clear from the responses of the total sample that the counselors are perceived to be spending very little time counseling spouses (Q15). Only 3.6 percent reported that counselors were spending at least one-third of their time counseling spouses. It is also clear that survey respondents found the command career counselor easy to contact (Mn=3.74) when desired (Q17).

Table 3-4. Estimated Allocation of Command Career Counselor's Time by Four Types of Activities (Q14).

Percentage of Time Spent	Type of Activity			
	Group Interviews (N=103)	Individual Interviews (N=148)	Administrative Duties (N=139)	Other Duties (N=133)
90% - 100%	1.0%	3.4%	2.2%	15.0%
80% - 89%	--	2.7	2.2	5.3
70% - 79%	1.0	4.7	2.2	3.8
60% - 69%	1.9	7.4	2.9	6.0
50% - 59%	1.0	16.2	13.7	8.3
40% - 49%	4.9	8.1	7.2	3.8
30% - 39%	10.7	13.5	10.8	6.8
20% - 29%	19.4	10.8	25.9	20.3
10% - 19%	33.0	20.3	19.4	21.8
0% - 9%	27.2	12.8	13.7	9.0

Includes three-fourths of respondents

When asked if they had received booklets describing Navy career opportunities and from whom they received them (Q18), respondents' patterns of responses were consistent with results previously obtained--the career counselor was the major provider of booklets received by respondents. More Low group respondents (64.4%)

reported receiving booklets from any source than did High group respondents (43.9%). The greatest percentage (40.7%) of Low group respondents reported receiving booklets from their career counselors. The High group reported receiving their booklets as frequently from other sources as from their career counselors.

Respondents were asked about which members of the command they would contact about various career-related matters (Q21-Q26, Q29-Q31). Chi-squares were computed and significant differences between retention groups were obtained with respect to career information related to SRB (Q23), STAR and SCORE (Q25), promotion (Q26), in-service educational programs (Q29) and who really gets results concerning promotions, training, and other career opportunities (Q31). Results are again strikingly consistent. For all of these items, Low group respondents indicated they would contact the command career counselor much more often than was indicated by the High group. Even with regard to promotion (Q26), where the Lead Petty Officer was viewed by all groups as the best source of information, 22.0 percent of the Low group still felt that the command career counselor was the best source as compared with 4.0 percent for the High group.

Perhaps the most interesting finding concerns perceptions as to who really gets results (Q31). Nearly two-thirds (61.5%) of the High group felt their supervisory chain of command--Lead Petty Officers and Division Officers--were the ones who get results, and for this group, only 2.6 percent mentioned the command career counselor. In contrast, for the Low group, only 21.7 percent stated that their Lead Petty Officers and Division Officers really get results, while 35.6 percent said that it was the command career counselor. An additional noteworthy finding was obtained for this item. Some (14.5%) of the total sample of respondents indicated No One really gets results, and the proportion was highest (23.1%) for the High group. It appears that irrespective of how effective the command's retention program may be, respondents tend to perceive that there is still considerable room for improvement with regard to really getting results for them.

3.1.5 Career Information Need

In the area of career information need, a significant difference among the retention groups was obtained for perceived degree to which respondents felt informed (Q16). Respondents from the Low group indicated that they felt more informed (Mn=3.14) than did the other two groups (Medium, Mn=2.88; High, Mn=2.50). As shown in Appendix B, marked variations at the two ends of the five-point scale again occurred. More from the High group (26.2%) responded that they were Not at All Informed as compared with the Low group (12.1%); at the other extreme, more from the Low group (17.2%) responded Yes Definitely as compared with the High group (7.1%).

3.2 COMMAND RETENTION TEAM INTERVIEWS

Individual interviews were conducted with members of each CRT in an attempt to determine how they perceived the CRT concept in operation. The structured interview used to obtain information appears in Appendix D. Based on analysis of data from individual and group interviews, group sessions and observations, profiles (see Appendix E) were prepared describing functioning of CRTs within their organizations. These profiles are based on the data gathered in Spring of 1976, while the retention statistics used for grouping in the other analyses reflect the FY75 reenlistment situation. Although large organizations are often considered to be resistant to change, units within a large organization often tend to behave differently. There were indications that CRT members were actively looking for ways to improve their units' current mode of operation. Units with lower FY75 retention rates tended to be particularly active in their efforts to bring about improvement.

Table 3-5 shows the distribution of CRT member personnel interviewed (N=58) by position and retention group. The average time in position of these members was approximately 11.4 months with a range of one to 40 months. The CCCs ranged from one to 24 months on the job with an average time of 9 months.

Table 3-5. Distribution of CRT Member Personnel Interviewed by Position and Retention Group.

Position	Retention Group			Total
	High	Medium	Low	
Commanding Officer	--	2	2	4
Executive Officer	3	5	2	10
Department Officer	2	2	1	5
Division Officer	1	4	--	5
MCPOC/Senior enlisted	1	6	4	11
Command Career Counselor	3	8	4	15
Dept/Div career counselor	2	2	2	6
Personnel Office	--	1	1	2
Total	12	30	16	58

When asked about the participation level of various members in the command's retention program (Q4), the mean responses of the CRT members, grouped by retention groups tended to vary, as shown in Table 3-6. There seemed to be a tendency for the Low and Medium retention groups to attribute more activity to CRT members than the High group, with the exception of the level of involvement of the MCPOC and senior enlisted personnel.

CRT members were asked to rate retention aids and materials provided to their programs by the Navy (Q17). As shown in Table 3-7, the High group tended to rate Careergrams (Mn=4.14), SecNav Instructions (Mn=4.00), the CRT film "Absent Without Incentive" (Mn=3.86) and brochures (Mn=3.50) more important as compared with the Low group (Mn=3.75; Mn=3.67; Mn=3.67; Mn=3.13). In contrast, the Low group tended to rate local policies (Mn=4.36), Chinfograms (Mn=3.92) and decals (Mn=2.53) more important as compared with the High group (Mn=3.89; Mn=3.13; Mn=2.20).

Table 3-6. Comparison Among Retention Groups' Perceptions of Level of Participation By Various CRT Members.[1]

Q4. CRT Participation	CO				XO				Department Officer				Division Officer			
	High	Medium	Low	Total	High	Medium	Low	Total	High	Medium	Low	Total	High	Medium	Low	Total
1. Conducts group interviews	1.00	2.10	2.50	2.14 (N=35)	1.00	2.71	2.18	2.40 (N=35)	1.75	1.80	2.31	1.97 (N=37)	2.00	2.20	2.50	2.29 (N=38)
2. Attends group interviews	1.33	2.00	2.00	1.94 (N=35)	1.00	2.62	2.09 (N=35)	2.31	1.75	2.00	1.82	1.92 (N=36)	2.00	2.24	2.14	2.18 (N=39)
3. Conducts private counseling session	2.55	2.86	3.23	2.89 (N=45)	3.17	3.61	3.08	3.35 (N=48)	2.73	2.90	3.54	3.04 (N=45)	3.00	3.21	3.53	3.26 (N=50)
4. Counsels/ briefs wives	2.00	2.15	2.46	2.21 (N=43)	2.00	2.10	1.93	2.02 (N=46)	1.70	1.37	1.64	1.53 (N=40)	1.33	1.37	1.54	1.41 (N=41)
5. Assists in solving problems	2.27	4.00	3.78	3.53 (N=47)	3.27	4.36	4.08	4.04 (N=48)	3.09	3.71	3.58	3.52 (N=44)	3.00	3.71	3.76	3.58 (N=52)
	MCPOC/Senior Enlisted					CCC			DCC				Personnel Officer			
	High	Medium	Low	Total	High	Medium	Low	Total	High	Medium	Low	Total	High	Medium	Low	Total
1. Conducts group interviews	3.00	2.58	2.91	2.73 (N=33)	2.75	3.52	4.00	3.60 (N=40)	2.00	2.10	2.54	2.25 (N=36)	1.75	2.29	2.09	2.16 (N=32)
2. Attends group interviews	3.33	2.60	2.67	2.69 (N=35)	2.50	3.77	3.33	3.50 (N=38)	2.00	2.70	2.58	2.60 (N=35)	1.50	2.19	2.00	2.03 (N=31)
3. Conducts private counseling sessions	3.50	3.22	3.21	3.28 (N=47)	3.82	4.35	4.67	4.33 (N=52)	3.10	3.04	3.64	3.22 (N=49)	2.50	2.57	3.08	2.70 (N=43)
4. Counsels/ briefs wives	1.67	1.75	2.00	1.79 (N=39)	1.91	2.00	3.33	2.34 (N=44)	1.00	1.42	1.80	1.44 (N=36)	1.33	1.29	1.78	1.43 (N=35)
5. Assists in solving problems	3.20	3.65	3.17	3.42 (N=45)	3.30	4.13	3.94	3.90 (N=50)	2.75	2.60	3.50	2.93 (N=42)	2.73	3.10	3.62	3.16 (N=44)

[1] Scaling was Never (1), Rarely (2), Occasionally (3), Often (4), and Very Often (5).

Table 3-7. Comparison Among Retention Groups for Perceptions of Importance and Effectiveness of Various Aids and Materials.[1]

Q17. Retention aids and materials.	IMPORTANCE				EFFECTIVENESS			
	High	Medium	Low	Total	High	Medium	Low	Total
Careergrams	4.14	3.82	3.75	3.85 (N=41)	3.57	3.59	3.13	3.49 (N=37)
Brochures	3.50	3.33	3.13	3.27 (N=52)	2.88	2.85	2.67	2.81 (N=47)
Chinfograms	3.13	3.09	3.92	3.35 (N=43)	2.75	2.95	3.60	3.08 (N=40)
Policies	3.89	4.28	4.36	4.37 (N=46)	2.50	3.64	3.85	3.50 (N=46)
Decals	2.20	2.30	2.53	2.35 (N=52)	2.40	2.15	2.33	2.25 (N=48)
Slide shows	2.67	3.00	2.82	2.88 (N=40)	3.13	2.90	2.80	2.92 (N=38)
Film	3.86	3.17	3.67	3.32 (N=41)	3.67	3.04	3.38	3.21 (N=38)
BUPERS Instructions	4.27	4.40	4.40	4.37 (N=51)	3.83	3.52	3.77	3.66 (N=50)
SecNav Instructions	4.00	3.83	3.67	3.81 (N=48)	3.60	3.35	3.25	3.38 (N=45)
Fleet Instructions	3.90	3.83	3.87	3.85 (N=48)	3.30	3.00	3.33	3.16 (N=45)
Posters	2.64	2.54	2.71	2.61 (N=51)	2.45	2.58	2.45	2.52 (N=48)
Career Counseling Manual	4.30	4.44	4.64	4.47 (N=49)	3.80	3.96	4.33	4.02 (N=46)

[1]Scaling was Not Important or Effective (1), Minor Importance or Effectiveness (2), Moderately Important or Effective (3), Important or Effective (4), Critical to Success of Program (5).

All groups considered the Career Counseling Manual and BUPERS Instructions to be almost critically important to their retention programs. Similar patterns were obtained with respect to effectiveness of these retention aids and materials excepting that the High group tended to consider slide shows more effective (Mn=3.13) than important (Mn=2.67) while the Low group tended to consider them about equally effective (Mn=2.80) and important (Mn=2.82). Spearman rank-order correlation coefficients were computed to determine the relationship between importance and effectiveness. For the total sample, a rather high correlation (rho=.948) was obtained. For the Low group, about the same relationship (rho= .946) was found. However, for the High group, a slightly lower correlation (rho=.836) was obtained. Importance as judged by the High group correlated highly with importance (rho=.803) as judged by the Low group; a lower correlation (rho=.640) was obtained for these two groups with respect to effectiveness. Differences in judged effectiveness with respect to local policies such as dress regulations and hair styles, Chinfograms, and the CRT film were major contributors to the lowering of this correlation. The Low group considered local policies and Chinfograms to be more effective and the CRT film less effective than did the High group. The Low group also considered local policies and Chinfograms to be more important than did the High group.

When asked for information about advancements within their units, the High group was able to call forth fewer records than the Medium and Low groups (Q11). Three items of information were requested: (1) the percent who took the examination, (2) the percent who passed, and (3) the percent who passed but were not advanced. A point was scored for each such item that could be produced by individuals queried. As shown in Table 3-8, less information tended to be available about non-designated strikers than about Petty Officers and Chief Petty Officers.

Table 3-8. Availability of Advancement Information.

Type of Advancement	Retention Rate Groups		
	High (N=9)	Medium (N=24)	Low (N=12)
Non-designated strikers	33.3%	62.5%	58.3%
Petty Officers	33.3	75.0	66.7
Chief Petty Officers	44.4	62.5	66.7

CRT members interviewed were also asked about how and with whom they coordinated their retention efforts (Q32). As shown in Table 3-9, the High group was more likely to coordinate through group meetings with the CIACs (Mn=2.50) and BUPERS (Mn=2.00) than was the Low group (Mn=1.43; Mn=1.67). The Low group was more likely to hold group meetings with the other agencies on the list than was the High group. The High group also coordinated more frequently with CIACs on an individual basis, by memos, and by telephone; with Recruiting, on an individual basis and by telephone; with detailers, by memos and by telephone. In contrast, the Low group coordinated more frequently with the Personnel Office, other commands, and the TYCOM, and all methods tended to be used for these coordinations.

3.3 NAVPERS FORM 1133/11 CHECKLIST

The results of the review of career counselor NAVPERS Form 1133/11 indicates that these records may not be viewed as of major help to the career counseling effort. Of the 15 units visited only eight CCCs reported that they maintained 1133s in their files, either filed in service records or separately. Two of the CCCs actually used a card file instead of the 1133s for keeping these types of information. These cards were examined and found to contain essentially all of the same information as contained on an 1133.

Table 3-9. Comparison Among Retention Groups Level of Coordination With Other Organizations.[1]

Q32. How and with whom are retention efforts coordinated	Group Meetings				Individual Instruction				Memos				Phone Calls			
	High	Medium	Low	Total	High	Medium	Low	Total	High	Medium	Low	Total	High	Medium	Low	Total
Personnel Office	1.20	2.21	2.33	2.04 (N=25)	3.50	4.06	4.27	4.00 (N=36)	2.71	3.41	3.13	3.19 (N=32)	1.83	2.78	3.00	2.64 (N=31)
Other Commands	2.17	1.88	2.50	2.10 (N=31)	2.29	2.06	2.57	2.23 (N=31)	2.17	2.00	2.57	2.18 (N=28)	2.71	2.56	3.00	2.69 (N=32)
BUPERS	2.00	1.19	1.67	1.44 (N=27)	2.00	2.13	2.00	2.07 (N=29)	2.43	1.56	1.67	1.79 (N=29)	2.86	2.79	2.86	2.82 (N=33)
TYCOM	1.20	1.67	2.44	1.83 (N=29)	1.17	2.27	2.57	2.11 (N=28)	1.33	2.07	2.33	1.96 (N=27)	2.14	2.74	2.75	2.62 (N=34)
Recruiting	1.20	1.20	1.38	1.25 (N=28)	1.71	1.47	1.38	1.50 (N=30)	1.17	1.33	1.43	1.32 (N=28)	1.86	1.79	1.50	1.74 (N=34)
CIAC	2.50	1.36	1.43	1.63 (N=27)	2.50	2.00	1.63	2.00 (N=27)	2.00	1.14	1.43	1.41 (N=27)	2.86	2.36	1.86	2.36 (N=28)
Detailers	1.40	1.87	2.14	1.85 (N=27)	2.50	3.13	2.00	2.69 (N=29)	3.00	2.38	2.14	2.45 (N=29)	4.13	4.00	3.55	3.90 (N=41)
Fleet Commanders	1.20	1.29	1.57	1.35 (N=26)	1.50	1.71	1.50	1.62 (N=26)	1.57	1.67	1.50	1.61 (N=28)	1.43	1.60	1.50	1.54 (N=28)

[1] Scaling was Never (1), Rarely (2), Occasionally (3), Often (4), and Very Often (5).

In reviewing the available records, it was noted that except for name, Social Security Number, required interviews completed, and some test scores, very little information that was unique to any individual appeared on these forms. Even when a CCC did use the 1133, any specifics recorded were in most instances of minor consequence, while in at least several of these instances the CCC verbally offered considerably more information about the individual. When queried about the lack of recording, the CCC indicated that care had been taken not to record anything which could in any way adversely affect the individual--no matter who happened to see the 1133.

Actually, duplicate card files seemed to be the most effective method for keeping records. Duplicate cards containing the same information as on most 1133s were made up. One card was filed in alphabetical order with an indication of the month the next contact was planned. The other card was filed by the month when a contact was to be made. There was ample space on the back of these cards to record all the information any CCC usually recorded on an 1133.

The CCCs indicated that they did not recall finding an 1133 in any incoming service record and furthermore, they generally showed little interest in receiving one. CCCs reported that they would rather talk to the incoming person and thus obtain their own information in the process of this conversation.

3.4 HUMAN RESOURCES MANAGEMENT SURVEY DATA

All units included in the sample under investigation had participated in a Human Resources Availability (HRAV) period during which the Human Resources Management (HRM) Survey was administered. Results of this survey for High, Medium, and Low retention groups were obtained from the Navy Personnel Research and Development Center. Only group results were provided in order to preserve the anonymity of commands. These results were scrutinized, and thirteen items were found to differentiate significantly as shown in Table 3-10. Seven of these items dealt with supervisors, and of these, five concerned communications

Table 3-10. HRM Survey Questions for Which Significant Differences Between High and Low Retention Groups Were Obtained and the Difference Between Means Was >.3.

Survey Item	Mean		Diff
	High Group	Low Group	
7. To what extent do you feel motivated to contribute your best efforts to the command's mission and tasks?	3.051	2.689	.362**
8. Do you regard your duties in this command as helping your career?	2.765	2.380	.385**
17. When you talk with your supervisor, to what extent does he pay attention to what you are saying?	3.739	3.424	.315**
18. To what extent is your supervisor willing to listen to your problems?	3.720	3.309	.411**
19. My supervisor makes it easy to tell him when things are not going as well as he expects.	3.423	3.016	.407**
21. To what extent does your supervisor encourage the people who work for him to exchange opinions and ideas?	3.224	2.887	.337**
23. To what extent does your supervisor maintain high personal standards of performance?	3.817	3.505	.312**
40. To what extent do you have confidence and trust in the members of your work group?	3.493	3.099	.394**
46. The members of my work group reflect Navy standards of military courtesy, appearance and grooming.	3.128	2.668	.460**
49. All in all, how satisfied are you with your supervisor?	3.654	3.279	.375**
53. How satisfied do you feel with your chance for getting ahead in the Navy in the future?	2.860	2.533	.327**
77. To what extent would you feel free to talk to your supervisor about an alcohol problem in your work group?	3.454	3.082	.372**
83. Do you consider the effect of your behavior on how people of this area view Navy personnel?	3.405	3.104	.301**

**$p < .01$

with supervisors, one with standards/discipline, and one with satisfaction with supervisor. Two items dealt with work group--standards/discipline and confidence/trust; two with career--getting ahead and duties helping career; and one each concerning the areas of motivation and community relationships. In every case, the High group means indicated a more favorable organizational climate. For two of the HRM survey indices, significant differences were also obtained with a difference between means >.3. These were Supervisory Support (High, Mn=3.67; Low, Mn=3.32; p <.01) and Discipline (High, Mn=3.17; Low, Mn= 2.80; p <.01). These findings support results reported in Table 3-10.

SECTION 4 - DISCUSSION

Results of the Command Retention Team (CRT) study are discussed in this section. The evaluation design called for comparison of results obtained from CRT members--the career counseling delivery system--with results obtained from enlisted personnel--the client population. Comparison with results of the analysis of a sample of career counselor records (NAVPERS Form 1133/11) and comprehensive results from the Human Resources Management (HRM) Survey were also included in the design. The latter results were aggregated for the High, Medium, and Low retention groups, as defined and discussed in Section 2 and Section 3 of this report. Each of these types of results will be discussed separately, followed by a discussion of comparisons across types of data.

With regard to the enlisted personnel sampled in this study, the High, Medium, and Low groups did not differ significantly with respect to organizationally-related demographics. These personnel tended to be in the lower pay grades (Mn = 3.68), to have served in the Navy almost four years (Mn = 45.69 months), and to have been assigned to the command a little over a year (Mn = 14.04 months). Thus, the sample tended to be drawn from personnel serving in their first terms of enlistment. These personnel are less likely to reenlist than personnel serving in other terms of enlistment and they are a population targeted for attention according to Career Counseling Program policy. When asked if they had received a career counseling interview before reporting aboard the present command only about one-third (36.5%) of this sample responded Yes. More of those in the Low retention group had received such an interview (47.5%) as compared with the High group (19.0%). On the average the sample had been in the Navy about two and one-half years (31.65 months) longer than they had been assigned to their present commands. Some of this time was spent in Boot Camp and additional amounts probably spent in other schools. However, all personnel should have received a Reporting Aboard Interview upon arrival at their present commands.

Responses to a question specifically addressing the Reporting Aboard Interview showed an even more marked pattern. Most personnel in the Low group (71.2%) said that they had received such an interview, while relatively few (16.7%) in the High group gave a similar response. Either these interviews were administered informally and thus were not perceived by personnel to have been genuine individual interviews, or they had not been administered. Less than half (44.6%) of personnel sampled reported that they had had an individual career counseling interview at their present commands, and of these, about half (44.4%) said they had received more than one such interview. Of the 87 who indicated the amount of time that had elapsed since their last individual interviews, four-fifths (80.5%) said that it had occurred less than a year ago. On the other hand, almost two-thirds (64%) of the total sample (N = 242) were able to make a judgment as to whether the information covered in their most recent interview was of major interest to them. Of those who made such a judgment, almost two-thirds (62.6%) said Yes--the information was of major interest to them. Respondents' perceptions were that the career counselor seemed somewhat interested in them as an individual. Excepting for the Reporting Aboard Interview, relatively few personnel had received group interviews 18 months after joining the Navy (9.0%) or 10 months before Expiration of Active Obligated Service or Projected Rotation Date (12.9%). These findings appear to indicate that career counseling may tend to be unequally distributed across the potential client population of enlisted personnel, with a relatively large proportion of enlisted personnel failing to perceive that they had been individually counseled, if indeed they were. However, when such interviews took place, the information covered appears to have been well targeted in terms of interest for most of the personnel counseled. Usage of multi-media counseling materials appears to have been rather limited, at least for units sampled in this study. (See Grace, Steiner, Holoter, Provenzano, and Copes [1976] for additional study results concerning these materials.) In descending order of judged amount of time spent, the enlisted personnel surveyed tended to feel that command career counselors spent their time (1) performing other duties, (2) holding individual interviews, (3) performing

administrative duties, and (4) conducting group interviews. Perhaps one reason personnel tend to report that they have not been counseled concerning their careers is that counselors are spending a considerable amount of time performing administrative and other duties. Another reason for the large amount of time perceived to be spent on other duties is that enlisted personnel fail to distinguish between full-time command career counselors and collateral duty career counselors. Only about one-fifth (21.9%) of the total sample reported that their command career counselors spent time counseling wives. Of these, almost two-thirds (64.2%) reported that the counseling of spouses took less than twenty percent of their career counselors' time. Counseling of spouses appears to be an activity less frequently engaged in by career counselors than might be desirable from the Navy's point of view. (See also Grace, Steiner, and Holoter [1976] for additional information about the counseling of Navy wives.) Enlisted personnel surveyed tended to feel that they were somewhat less than adequately informed about Navy programs and benefits, although their counselors were relatively easy to contact. All of these findings taken together tend to indicate that despite increased CRT efforts, enlisted personnel and spouses are still not being adequately counseled with respect to Navy career growth and development opportunities for enlisted personnel.

Expectations concerning the attitudes and actions of others concerning reenlistment also have an important bearing on retention. The sample surveyed was asked what they expected would happen if they were nearing their Expiration of Active Obligated Service (EAOS) date. Most expected that (1) their counselor would provide them with factual information concerning Navy programs and provide civilian references to help them decide what was best for them as individuals (61.0%) and (2) shipmates would make a lot of wisecracks about shipping over (69.9%). Opinions were about equally divided with regard to what personnel expected their supervisors would do, as follows: (1) supervisor would have already made arrangements for an appointment with the career counselor (33.9%); supervisor would suggest seeing the career counselor on personnel's own time; and (3) neither of the above (35.6%). Degree of expectation was about the

same for counselors, shipmates and supervisors. These findings indicate that enlisted personnel surveyed tended to expect career counseling to be informational in nature, with only moderate backing from supervisors for these efforts. Personnel also tended to expect considerable peer pressure against their reenlisting. These expectations, if fulfilled, would account for some of the difficulty the Navy is experiencing in retaining adequate numbers of quality enlisted personnel.

With regard to interest in obtaining additional information, personnel sampled were more than moderately interested in obtaining information about all areas listed except for family housing. Since many first-term personnel are single, this finding is not surprising. In descending order of interest, greatest interest was expressed concerning (1) amount of money personnel could expect to earn in the future, (2) medical and dental benefits, and (3) educational and training opportunities. These results tend to indicate that enlisted personnel sampled would be very receptive to personalized counseling in these areas provided CRT memebers could manage to extend delivery of counseling to all enlisted personnel. In commands with lower retention rates, enlisted personnel tend to perceive that the command career counselor was the focus of most retention team activities. In commands with higher retention, these activities tended to be perceived as shared by CRT members. While the "team effort" and "chain of command" aspects of these findings should not be overlooked, the fact remains that a wider variety of resources are applied to counseling enlisted personnel in commands where these activities are shared among CRT members. In addition, personnel in the High retention group tended to feel that Division Officers and Lead Petty Officers were those who <u>really got results</u> for them. Thus, it can be inferred that satisfactory results-oriented outcomes tend to improve personnel satisfaction which, in turn, tends to lead to increased retention. When Division Officers and Lead Petty Officers are heavily involved in a command's retention effort, results of this effort may tend to be received more favorably because personnel tend to feel that their expectations have a greater chance of being realized.

Findings obtained from interviewing CRT members tended to support results obtained concerning enlisted personnel's perceptions and beliefs about career counseling. Individual counseling sessions were reportedly held less often by the High retention group CRT members than by the Low retention group CRT members, except for the MCPOC. Group counseling sessions were reported to be held infrequently excepting for command career counselors in the Low retention group. At the most, wives were counseled or briefed only occasionally. Although all retention groups rated the Career Counseling Manual and BUPERS Instructions to be almost critically important, differences with respect to judged importance and effectiveness of other retention aids and materials were obtained. The High group tended to rate Careergrams, SecNav Instructions, the CRT film, "Absent Without Incentive," and brochures of higher importance; the Low group rated local policies, Chinfograms, and decals of higher importance. The aids and materials judged to be more important by the High group also tended to be more organically related to an effective retention program environment than did the aids and materials rated as more important by the Low group. However, in general the High and Low groups tended to be in close agreement with respect to the relative importance of these aids and materials; their agreement tended to be somewhat lower with respect to the effectiveness.

Coordination patterns tended to differ for the High, Medium and Low retention groups. The Low group tended to hold more group meetings, except for group meetings the High group held with BUPERS and the CIACs. The High group also tended generally to coordinate more often with the CIACs and to write memos more frequently to BUPERS. The Low group coordinated more frequently with other commands and the TYCOMs than did the Medium and High groups. The High group also tended to write more memos and make more telephone calls to detailers. These findings tend to indicate that the Low retention group might have been spending more time in coordinating with agencies who were less likely to help them solve their retention problems than was the High group. These

findings are tentative and need to be explored in greater depth before an exact determination can be made in this area.

Results obtained from the NAVPERS Form 1133/11 review tend to show that record keeping using this format tended to be less than optimal. A card system containing locally generated data appeared to be a feasible alternative to the NAVPERS Form 1133/11. However, this and other alternatives need to be explored before another method is substituted for the present method.

The findings obtained concerning the HRM Survey are very encouraging. Some of the survey items for which significant differences between the High and Low groups were obtained provide actionable clues as to how the retention environment can be improved. More specifically, in order to improve the retention environment, actions should be taken such that enlisted personnel tend to perceive the following: (1) supervisors pay attention to what enlisted personnel are saying when personnel talk with their supervisors, (2) supervisors are willing to listen to enlisted personnel's problems, (3) supervisors make it easy for their personnel to tell them when things are not going as well as expected, (4) supervisors encourage people who work for them to exchange opinions and ideas, (5) supervisors maintain high personal standards of performance, (6) supervisors create an atmosphere in which personnel feel free to talk about problems, such as alcohol problems, in the work group. In addition, if work group members reflect Navy standards of military courtesy, appearance, and grooming and if duties in the command are regarded by individuals as helping their careers, retention is likely to be higher. These areas are amenable to improvement through actions that can be taken by the command with the support of the Career Counseling Program, the Human Resources Management Program, and the Leadership and Management Training Program. The thrusts of these three programs need to be combined into an integrated appraoch for solving the Navy's retention problems. By improving CRT members' abilities to set objectives, establish priorities, and manage use of their own time and resources, the effectiveness of command retention team

efforts could probably be improved. By fitting CRT efforts more closely within the command structure and taking advantage of the chain of command to obtain as many career-related results as possible for personnel, the command retention environment could probably be also improved. As a result of these combined improvements, Navy retention should be increased.

SECTION 5 - CONCLUSIONS

This section presents conclusions drawn from the Command Retention Team study. Recommendations growing out of these conclusions appear in a separate report by Grace, Holoter, Provenzano, Copes and Steiner (1976) which integrates findings from the Command Retention Team Study, the Navy Wives Study, and the Career Counseling Multi-Media Evaluation Study into a single set of Phase 3 research recommendations. Because certain aspects of this research were replicated across studies, related conclusions have been drawn in these three studies. By combining study recommendations into a single report, appropriate weight can be assigned to recommendations based upon conclusions drawn from more than one study. Conclusions from this study were:

Conclusion 1. Most CRT members appeared to be knowledgeable about counseling and interpersonal interaction skills which place interviewees at ease. Many CRT members profess to practice these skills when performing retention-related activities.

Conclusion 2. Most CRT members appeared to view group interviews unfavorably. Stated reasons for not conducting such interviews were that they tended to interfere with operational requirements and caused logistical and space problems. However, observation indicated that most career counselors appeared to be uncomfortable about leading or facilitating a group activity. Counselors also tended to feel inadequately trained to conduct such an activity.

Conclusion 3. Most CRT members tended to feel that certain aspects of the career counseling slide presentations, such as the need to read the script in the dark, monitor the equipment, and synchronize the slide images with the script, made these

presentations difficult to implement. Many CRT members also tended to feel there may be misrepresentation implicit in these presentations due to the ratio of time allocated to certain programs proportional to the number in the audience who were eligible to participate in them.

Conclusion 4. Except for the Reporting Aboard Interview, which is sometimes included as part of I Division orientation activities, few personnel appeared to have participated in a group interview.

Conclusion 5. The Navy Times was reported to be the most frequently used and best source of accurate information about the Navy.

Conclusion 6. CRT members tended to be ambivalent about the effect of the Navy Times on retention. Reasons for the feeling that it might have an unfavorable impact tended to attribute unfavorability to the entrepreneurial nature of this publication and to its premature reporting of loss of Navy benefits. Reasons for the feeling that it might have a favorable impact tended to attribute favorability to pro-Navy editorial support and the fact that personnel often receive career-related information sooner through the Navy Times than through official Navy channels.

Conclusion 7. Enlisted personnel tended to view career counselors as being interested in them as individuals and as imparting factual information of major interest to them.

Conclusion 8. The CRT concept appeared to have been implemented at least to some extent because some CRTs were found to share counseling and other retention duties. Additionally, some enlisted

personnel reported that they discussed Navy career opportunities about equally with LPOs, other senior POs, and command career counselors.

Conclusion 9. Enlisted personnel expressed considerable desire to obtain more information about career advancement possibilities in terms of pay, promotion, and educational and training opportunities. Information about medical and dental benefits was also desired. There is still a need for more effective dissemination of information in these areas as part of each command's retention effort.

Conclusion 10. Holding informal individual interviews outside the office was found to be related to retention. Holding this type of interview appeared to be an effective activity--one which all CRT members might well be encouraged to perform.

Conclusion 11. Results of retention efforts tended to be more favorable in commands in which (1) individual interviews were conducted about equally by department/division career counselors and command career counselors and (2) department/division career counselors were kept informed about units' retention needs than in commands in which this did not occur.

Conclusion 12. The amount of time command career counselors allotted to conducting individual career counseling interviews was found to be related to the retention environment. In units with low retention, command career counselors appeared to be spending more time conducting individual interviews than counselors in units with high retention.

Conclusion 13. The amount of time spent by command career counselors in performing duties other than interviews and administrative duties was found to be related to the retention environment. In units with high retention, counselors appeared to be spending more time on administrative and other duties than counselors in units with low retention.

Conclusion 14. The number of personnel who received career booklets from the career counselor was found to be related to the retention environment. In units with low retention, career counselors were reported to be handing out booklets to more people than counselors in units with high retention.

Conclusion 15. The source to which the obtaining of career-related results--for example, promotions or additional training--was attributed was found to be related to the retention environment. In units with high retention, supervisors were attributed to be the one who really gets results while in units with low retention, such results were attributed to command career counselors.

Conclusion 16. The Human Resources Management Survey, particularly the supervisory indices, appeared to be a potentially useful vehicle for assessing a command's retention environment.

Conclusion 17. The extent to which career counseling records were maintained, other CRT organizational activities performed, and CRT meetings conducted were not found to be related to CRT retention effectiveness. Nevertheless, these activities were felt by some to be of benefit in maintaining an effective retention program.

Conclusion 18. Career counselors tended to be operating in a favorable retention environment when they were functioning as career information resources interfacing with the chain-of-command. When career counselors were found to be operating in an unfavorable retention environment, they tended to function as the primary action agent for retention activities.

Conclusion 19. Although the reporting of retention statistics appeared to be standard practice throughout the Navy, procedures used to accummulate data and methods used to calculate statistics appeared to vary. Also, factors other than records kept, such as unit effectiveness, quality of reenlistee, and organizational climate tended to be considered by many CRT members to be important indicators of a successful retention program.

Conclusion 20. Career Information and Counseling (CIAC) schools were generally considered to be an integral and effective element of the Navy's retention program. CRT members tended to view these schools as (1) credible sources of timely and accurate career information and (2) providers of principles and skills required for effective counseling.

Conclusion 21. Counseling of Navy wives appeared to be an activity that was not widely engaged in by most CRT members. However, the need for increased information transfer about husbands' career growth and development opportunities, family entitlements and benefits, unit activities, and the overall Navy mission between commands and Navy wives was recognized by many CRT members.

Conclusion 22. Key aspects of the Career Counseling Program--BUPERS Instructions and the Career Counseling Manual--tended to be considered highly important facets of the Navy's retention program by most CRT members. Some commands also tended to consider local policies important to their retention programs. Peripheral aspects, such as decals and posters, tended to be considered of much lesser importance.

APPENDIX A

CAREER COUNSELING QUESTIONNAIRE

This appendix presents the questionnaire used to sample the reactions of enlisted personnel to the current Navy Career Counseling Program. Response data are included for most questions, showing number of persons responding, percentage for each response and means where the response choices are of an ordinal nature. Data from several questions are depicted by bar charts with page references included with the item.

Under the provision of BUPERINST 1000.21 of 5 August 1974, this survey has received Coordination and Control of Personnel Surveys System review and BUPERS approval and has been assigned Report Symbol BUPERS 5314-33.1.

CAREER COUNSELING QUESTIONNAIRE

PURPOSE OF SURVEY

A study is currently in progress to obtain the perceptions and attitudes of enlisted personnel toward the Navy Career Counseling program. Based on the results obtained from this study, modifications may be made that will enable the program to better serve the individual needs of all Navy personnel and their families.

Please feel free to be completely frank in your answers. There are no "right" or "wrong" answers for these questions. It is your own honest opinion we want. Your responses will be strictly confidential and will be used only for research purposes. All processing of data will be accomplished by an outside, non-military organization to ensure that individual replies and other information about individuals will not be released to any agency of the U.S. Navy.

FORMAL NOTICE

The data are intended to be used only for statistical purposes; no data reported for an individual will be identified in any publication, and individual data will not be disclosed for any other purpose except as required by law.

SDC/CL-0875

INSTRUCTIONS

- Some questions require that you enter numbers or letters in boxes. For example, if you are a Seaman, you would enter a 3 in the box next to this question:

5	What is you pay grade?	E- [3]

Please note that the numbers to the left of the responses are for processing purposes only and are not part of the questions.

- Other questions can be answered by putting a check mark next to your answer. For example:

9	Does the Navy have any offices to help personnel and their families with moving, finding schools, etc.? ✓ 2 Yes __ 1 No

- Some questions are arranged to indicate degree of opinion or feeling. On these, please circle the number that best corresponds to your opinion or feeling. For example:

	How do you feel about your present Navy job?				
17	5	(4)	3	2	1
	Very satisfied		Average		Very dissatisfied

Circling the 4 would indicate that your feeling is between "very satisfied" and "average", or, to put it another way, you are fairly satisfied.

- In some cases, you may need to write in brief answers or descriptions, or follow special instructions on the question.

Please answer all questions on each page, but do not spend a lot of time on any particular one. In all cases, except where specified, please give only one answer to each question.

Thank you very much for your cooperation in responding to this questionnaire.

CAREER COUNSELING QUESTIONNAIRE

1. What is your present rate/rating? (e.g., ET, AME, etc.)

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[ ][ ][ ]

2. What is your pay grade?

See Page A-5

E-[ ]

3. How long have you been in the Navy?

See Page A-6

[ ][ ] year(s) and [ ][ ] months

4. When is your current EAOS date?

See Page A-6

[ ][ ] Month 19[ ][ ] Year

5. How long have you been assigned to this command?

See Page A-6

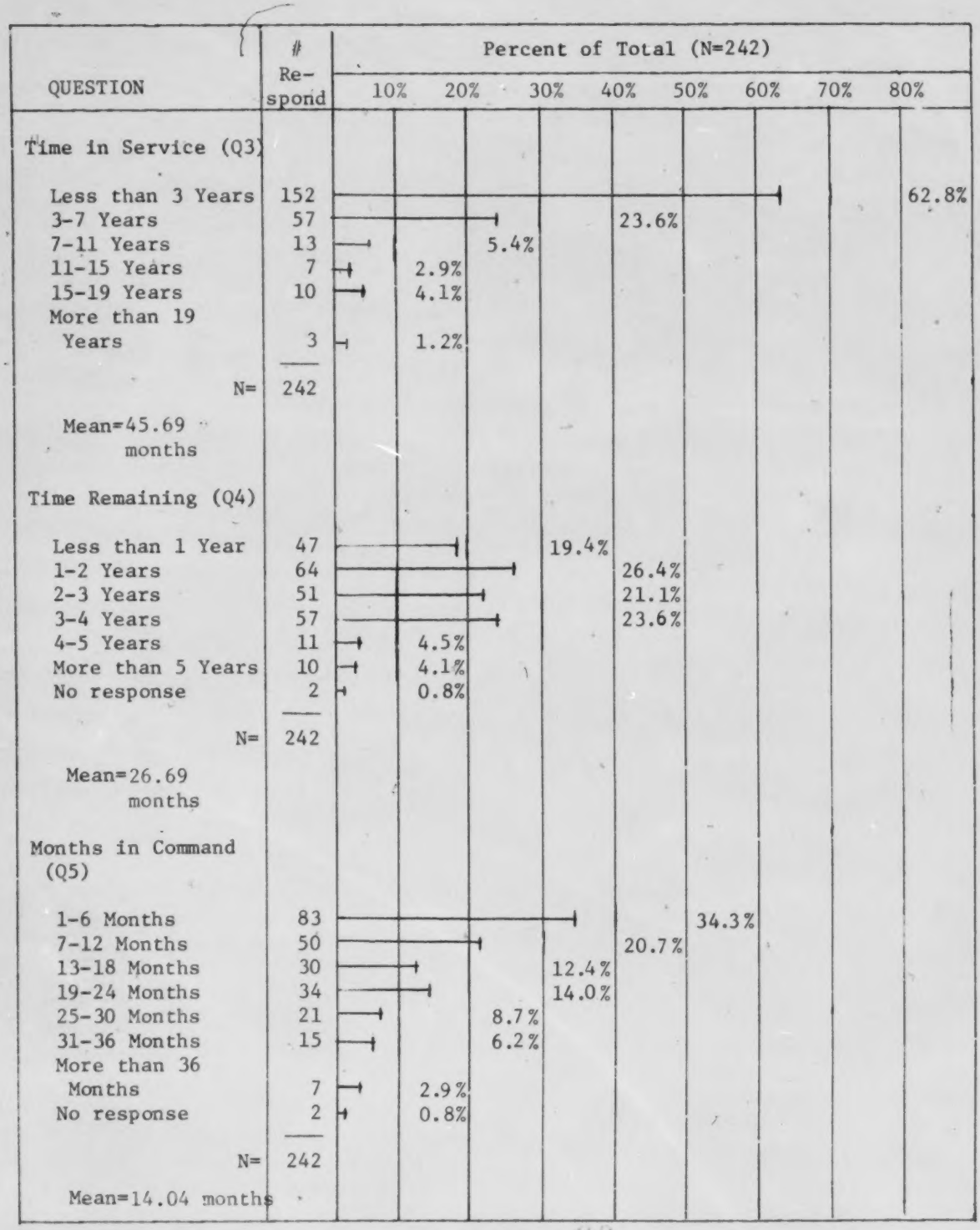
[ ][ ] year(s) and [ ][ ] months

6. Did you ever have an individual career counseling interview before you reported aboard this command?

N=242

36.8% 2 Yes
63.2% 1 No

QUESTION	# Re-spond	Percent of Total (N=242)
		10% 20% 30% 40% 50% 60% 70% 80%
Rate Group (Q1)		
Deck	29	12.0%
Ordnance	23	9.5%
Electronics	12	5.0%
Precision Equipment	0	
Administrative and Clerical	43	17.8%
Miscellaneous	0	
Engineering and Hull	52	21.5%
Construction	0	
Aviation	42	17.4%
Medical	0	
Dental	0	
Non-Rated	41	16.9%
N=	242	
Pay Grade (Q2)		
E-1	0	
E-2	53	21.9%
E-3	64	26.4%
E-4	66	27.3%
E-5	34	14.0%
E-6	17	7.0%
E-7	7	2.9%
E-8	1	0.4%
N=	242	
Mean=3.68 or E-4		


QUESTION
Re-spond
Percent of Total (N=242)
10% 20% 30% 40% 50% 60% 70% 80%
Time in Service (Q3)
Less than 3 Years 152 62.8%
3-7 Years 57 23.6%
7-11 Years 13 5.4%
11-15 Years 7 2.9%
15-19 Years 10 4.1%
More than 19 Years 3 1.2%
N= 242
Mean=45.69 months
Time Remaining (Q4)
Less than 1 Year 47 19.4%
1-2 Years 64 26.4%
2-3 Years 51 21.1%
3-4 Years 57 23.6%
4-5 Years 11 4.5%
More than 5 Years 10 4.1%
No response 2 0.8%
N= 242
Mean=26.69 months
Months in Command (Q5)
1-6 Months 83 34.3%
7-12 Months 50 20.7%
13-18 Months 30 12.4%
19-24 Months 34 14.0%
25-30 Months 21 8.7%
31-36 Months 15 6.2%
More than 36 Months 7 2.9%
No response 2 0.8%
N= 242
Mean=14.04 months

7. Have you ever had an individual career counseling interview since you reported aboard this command?

N=242

41.3% 2 Yes
58.7% 1 No

8. How many individual career counseling interviews have you had at this command?

See Page A-8

☐☐ individual interviews

9. Which type of career counselor has conducted most of your individual career counseling interviews at this command?

45.4%	4.3%	22.7%	7.8%	19.9%	N=22
5	4	3	2	1	6
All by Command Career Counselor		Half and half		All by Department Career Counselor	No Career Counselor Available

N=141
m=3.48

10. When did you have your most recent individual career counseling interview at this command?

See Page A-8

☐☐ Month 19 ☐☐ Year

11. Was this interview based on information of major interest to you?

62.6% 2 Yes
37.4% 1 No

N=155

12. Did the career counselor seem interested in you as an individual?

22.6%	30.1%	24.7%	11.0%	11.6%
5	4	3	2	1
Very interested		Somewhat interested		Not at all interested

N=146
m=3.41

QUESTION	# Respond	Percent of Total (N=242)
# CC Interviews (Q8)		
1	60	24.8%
2	27	11.2%
3	13	5.4%
More than 3	8	2.8%
No response	134	55.8%
N=	242	
Mean= 1.76 interviews		
Time Since Interview (Q10)		
Less than 1 Year	70	28.9%
1-2 Years	13	5.4%
2-3 Years	4	1.7%
No response	155	64.0%
N=	242	
Mean=6.62 Months		

13. Which of the following group interviews have you attended at this command?

N=221	Reporting aboard interview	67.4%	(2) Yes	32.6%	(1) No
N=155	18 months after joining Navy	9.0%	(2) Yes	91.0%	(1) No
N=155	10 months before EAOS or PRD	12.9%	(2) Yes	87.1%	(1) No

14. From personal observation of your command career counselor, in terms of percentages, how would you estimate his/her time is spent:

N=243

4.1% No command career counselor

See Page A-10

		How career counselor's time is spent
Group interviews	____	____ percent
Individual interviews	____	____ percent
Administrative duties	____	____ percent
Other duties	____	____ percent
TOTAL		100 percent

15. How much of your command career counselor's time is spent counseling spouses of command personnel?

N=243

8.7% ____ No command career counselor

____ percent of time spent counseling spouses

See Page A-10

16. Do you feel that you are adequately informed of Navy programs and benefits?

N=239
m=2.87

9.2%	15.1%	43.1%	19.1%	13.4%
5	4	3	2	1
Yes definitely		Somewhat informed		Not at all informed

17. How easy is it to contact your command career counselor?

N=232
m=3.74

33.6%	24.6%	28.9%	8.2%	4.7%
5	4	3	2	1
Very easy		Average		Very difficult

QUESTION	# Respond	Percent of Total (N=242)
		10% 20% 30% 40% 50% 60% 70% 80%
CCC Time Allocation (Q14)		
Group		
1 to 29%	82	33.9%
30 to 59%	17	7.0%
60 to 100%	4	1.6%
No response	139	57.4%
N=	242	
Individual		
1 to 29%	65	26.9%
20 to 59%	56	23.2%
60 to 100%	27	11.2%
No response	94	38.8%
N=	242	
Administrative		
1 to 29%	82	33.9%
30 to 59%	44	18.2%
60 to 100%	13	5.3%
No response	103	42.6%
N=	242	
Other duties		
1 to 29%	68	28.2%
30 to 59%	25	10.3%
60 to 100%	40	16.6%
No response	109	45.0%
N=	242	
CCC Time with Spouse (Q15)		
1 to 29%	44	18.2%
30 to 59%	6	2.4%
60 to 100%	3	1.2%
No response	189	78.1%
N=	242	

18. Have you received booklets describing Navy career opportunities? (If yes, indicate most recent source.)

N=240	47.1%	1	No
	2.9%	2	Yes, from division officer
	17.5%	3	Yes, from career counselor
	1.7%	4	Yes, from leading petty officer
	2.1%	5	Yes, from personnelman
	6.7%	6	Yes, from shipmates
	9.2%	7	Yes, CNP/BUPERS
	12.9%	8	Yes, other, specify _____

19. With which of the following have you discussed Navy career opportunities? (Check all that apply.)

N=61	25.2%	1	Division officer
N=89	36.8%	2	Lead petty officer
N= 9	3.7%	3	MCPOC
N=87	36.0%	4	Command career counselor
N=43	17.8%	5	Department/Division career counselor
N=87	36.0%	6	Senior POs

20. If you were nearing your EAOS date, and were notified to see your career counselor:

a) which approach would you expect your counselor to take?

N=236	22.5%	1	Counselor would give me a hard sell about the Navy programs and try to ship me over.
	61.0%	2	Counselor would provide me with factual information pertaining to the Navy programs and provide civilian references to help me decide which is best for me.
	16.5%	3	Neither of the above.

b) what would you expect from your shipmates?

N=239	69.9%	1	Shipmates would make a lot of wisecracks about shipping over.
	17.2%	2	Shipmates would ask about any useful information I had received.
	13.0%	3	Neither of the above.

20. If you were nearing your EAOS date and were notified to see your career counselor: (cont.)

c) what would you expect from your supervisor?

N=239

33.9% 1 Supervisor would have already made arrangements for my appointment with the counselor.
30.5% 2 Supervisor would suggest that I see the career counselor on my own time.
35.6% 3 Neither of the above.

d) Of your answers to the three questions (20a, 20b, and 20c) above, which one indicates what you would most expect to happen?

N=230

20.0% 1 20a
23.9% 2 20b
12.6% 3 20c
43.5% 4 All about equal

- Numbered questions appear below, following a lettered list of persons who might provide you with information or help, if needed. Read each question, then select the letter representing your choice from the list, and place that letter in the space provided to the left of the question. (You may use any of these letters to answer the questions below.)

Persons Who Would Provide Information/Help

A. Division officer
B. Lead petty officer
C. Personnel officer
D. Command career counselor
E. Dept/div career counselor
F. MCPOC
G. Educational services officer
H. Personelman
I. Shipmate
J. Other
K. No one

EXAMPLE

B Which of these is your immediate supervisor?

See Page A-14

21. ___ Which of the above do you feel would be most willing to help you solve a problem related to your Navy career?

22. ___ If you decided you wanted to become an officer in the Navy, which one of the above would you contact?

23. ___ If you wanted to find out which ratings in the Navy are eligible for SRB, which one of the above would you contact?

24. ___ Which one of the above would you feel most comfortable with discussing your Navy career?

25. ___ If you wanted information regarding STAR and SCORE, or rating conversion, which one of the above would you contact?

26. ___ The person you know who is the best source of information regarding your ability to be promoted is:

27. ___ Who conducts the career counseling group interviews aboard your present command?

28. ___ Who conducts the career counseling individual interviews aboard your present command?

29. ___ If you wanted more information regarding the Navy's in-service educational programs, which of the above would you contact?

30. ___ If you needed help in making a decision concerning your Naval career, which of the above would you contact?

31. ___ From your experience, which of the above personnel really gets results concerning promotions, training, and other career opportunities?

QUESTION	Percent "No Response" (N=242)	Number Answers	Percent of Those Responding										
			A	B	C	D	E	F	G	H	I	J	K
21.	0.4%	241	12.4%	29.0%	---%	30.3%	7.9%	2.5%	1.7%	5.4%	7.5%	1.2%	2.1%
22.	1.2	239	15.5	2.9	2.9	42.3	7.5	1.3	17.6	1.7	---	2.5	5.9
23.	2.5	236	3.4	4.2	4.2	45.8	10.6	1.3	4.7	19.1	0.8	1.7	4.2
24.	0.4	241	8.7	21.2	0.8	28.2	6.6	2.5	2.1	3.3	15.8	3.3	7.5
25.	2.5	236	4.7	5.5	1.7	51.3	12.3	0.8	10.2	8.5	0.4	0.4	4.2
26.	1.2	239	20.5	31.0	5.4	11.7	4.2	1.3	3.8	15.5	2.1	2.1	2.9
27.	8.3	222	0.5	0.5	1.4	56.8	6.3	3.2	2.7	---	1.4	1.4	23.4
28.	9.1	220	1.8	1.4	---	67.7	13.6	1.8	1.8	0.5	1.8	1.8	7.3
29.	1.2	239	2.5	1.7	2.1	20.1	5.0	0.4	61.1	2.9	---	---	2.5
30.	0.4	241	9.1	17.4	1.7	39.8	9.5	2.1	1.7	1.7	4.1	4.1	9.1
31.	5.4	229	15.7	18.8	3.5	25.3	4.8	3.5	4.8	5.7	0.9	0.9	14.4

A. Division officer
B. Lead petty officer
C. Personnel officer
D. Command career counselor
E. Dept/div career counselor
F. MCPOC
G. Educational services officer
H. Personnelman
I. Shipmates
J. Other
K. No one

32. In the past, have you ever attended a group session in which Navy career information was presented using a slide or moving picture projector?

N=241

33.2%	3	Yes
53.5%	2	No
13.3%	1	Don't remember

33. Would you be interested in attending such a session in the near future?

N=240
m=3.46

29.2%	27.1%	20.4%	7.5%	15.8%
5	4	3	2	1
Very interested		No opinion		Not at all interested

If you have ever previously attended a group session in which Navy career information was presented using a slide or motion picture projector, please answer the following questions; otherwise please skip to Question 42.

34. How many have you attended?

N=84
m=2.13

23.8%	4	Four or more
7.1%	3	Three
27.4%	2	Two
41.7%	1	One

35. What information was covered in the presentations you attended? (Check all that apply.)

N=44	18.2%	7	Educational and professional advancement
N=44	18.2%	6	Health and medical care
N=30	12.4%	5	Financial security
N=31	12.8%	4	Retirement
N=38	15.7%	3	Reenlistment incentives
N=42	17.4%	2	Other benefits of Navy
N=28	11.6%	1	Don't remember

36. What information was covered in the last presentation you attended? (Check all that apply.)

N=38	15.7%	7	Educational and professional advancement
N=33	13.6%	6	Health and medical care
N=31	12.8%	5	Financial security
N=38	11.6%	4	Retirement
N=30	12.4%	3	Reenlistment incentives
N=34	14.0%	2	Other benefits of Navy
N=26	10.7%	1	Don't remember

37. How much did you like the last presentation you saw?

12.0%	29.3%	39.1%	12.0%	7.6%
5	4	3	2	1
Liked it very much		No Opinion		Disliked it very much

N=[illegible]
m=3.[illegible]

38. How long ago was the last session you attended?

N=89	59.6%	4	Six months or more
m=3.28	18.0%	3	Three to six months ago
	13.5%	2	One or two months ago
	9.0%	1	During the last month

39. Who conducted the last presentation you attended?

N=91	40.7%	6	Command career counselor
	9.9%	5	Department/Division career counselor
	0.0%	4	Division officer
	2.2%	3	Lead petty officer
	34.1%	2	Other
	13.2%	1	Don't know

40. How effective was the discussion following this last presentation in terms of additional information and/or clearing up questions?

14.0%	30.1%	24.7%	9.7%	21.5%
5	4	3	2	1
Very effective		No Opinion		Not very effective

N=93
m=3.05

41. As a result of attending this last session, how much new knowledge about a career in the Navy did you gain?

N=97
m=2.73

10.3%	15.5%	35.1%	15.5%	23.7%
5	4	3	2	1
Gained a great deal of new knowledge		Gained some new knowledge		Didn't gain any new knowledge

42. How much influence does the knowledge you gained from the last presentation have on your decision to reenlist?

N=164
m=2.03

7.3%	6.1%	19.5%	16.5%	50.6%
5	4	3	2	1
A great deal of influence		Some influence		No influence at all

43. Please indicate how you most frequently obtain such information. (Choose three sources from the list and write the appropriate letter in the blanks below.)

See Page A-18

I obtain information about the Navy from:

___a. Most frequent source
___b. Next most frequent source
___c. Third most frequent source

Sources of Information

A. Billboards
B. Navy Times
C. Local Navy newspapers
D. Other local newspapers
E. Magazines
F. Radio
G. Television
H. Mail
I. Posters
J. Scuttlebutt from shipmates

44. Please indicate which sources you think are best for obtaining accurate information about the Navy. (Choose three sources and write the appropriate letter in the blanks below. You can choose the same sources as in Question 43, if you like.)

See Page A-18

Best source of accurate information about the Navy:

___a. First choice
___b. Second choice
___c. Third choice

QUESTION	Percent "No Response" (N=242)	Number Answers	Percent of Those Responding									
			A	B	C	D	E	F	G	H	I	J
43. Frequent sources of information												
a) First	8.7%	221	13.1%	32.1%	10.0%	0.5%	7.2%	0.9%	0.5%	4.1%	2.3%	29.4%
b) Second	11.2	215	13.0	23.3	23.7	1.9	12.6	0.9	4.2	5.6	3.7	11.2
c) Third	12.0	213	10.3	12.2	13.6	4.7	12.2	1.4	4.7	5.2	10.8	24.8
44. Accurate sources of information												
a) First	12.8	211	12.8	46.9	7.6	1.4	10.0	0.5	0.9	7.6	1.9	10.4
b) Second	12.4	212	8.0	28.8	30.2	1.4	9.4	1.4	4.7	6.6	3.3	6.1
c) Third	14.0	208	14.4	9.1	16.3	4.3	10.6	1.4	4.8	9.1	8.2	21.6

A. Billboards
B. Navy Times
C. Local Navy newspapers
D. Other local newspapers
E. Magazines
F. Radio
G. Television
H. Mail
I. Posters
J. Scuttlebutt from shipmates

45. There are many aspects of Navy life about which you might like to obtain additional information. Please indicate how interested you are about obtaining additional information for each of the following.

INTEREST IN ADDITIONAL INFORMATION

See Page A-20

	Very interested		Moderately interested		Not interested
a. Educational and training opportunities	5	4	3	2	1
b. Family Housing	5	4	3	2	1
c. Medical and dental benefits	5	4	3	2	1
d. Retirement benefits	5	4	3	2	1
e. Recreational facilities	5	4	3	2	1
f. Exchange and Commissary services	5	4	3	2	1
g. Personal Services Office	5	4	3	2	1
h. Dependent educational benefits	5	4	3	2	1
i. Amount of money you can expect to earn in future	5	4	3	2	1

45. There are many aspects of Navy life about which you might like to obtain additional information. Please indicate how interest you are about obtaining additional information for each of the following:

INTEREST IN ADDITIONAL INFORMATION

	Very interested		Moderately interested		Not interested
	5	4	3	2	1
a.	53.8%	18.5%	18.1%	2.9%	6.7%
		N=238	m=4.10		
b.	24.9	15.2	16.9	8.4	34.6
		N=237	m=2.87		
c.	56.7	19.3	12.6	2.5	8.8
		N=238	m=4.13		
d.	37.4	10.6	15.7	7.7	28.5
		N=235	m=3.21		
e.	37.7	28.0	20.8	4.7	8.9
		N=236	m=3.81		
f.	37.8	23.6	22.7	5.6	10.3
		N=233	m=3.73		
g.	33.1	24.6	27.5	6.4	8.5
		N=236	m=3.67		
h.	46.4	14.5	10.2	3.8	25.1
		N=235	m=3.53		
i.	69.6	11.8	8.0	2.1	8.4
		N=237	m=4.32		

APPENDIX B

CAREER COUNSELING QUESTIONNAIRE - CHI-SQUARES

This appendix presents the results for all questionnaire items having Chi-square values significant at least at the .05 level. Responses of individuals from the High, Medium, and Low retention rate groups were compared. For each alternative, the total percent responding by group are displayed. The Chi-square value, degrees of freedom, and the numbers of respondents follow the tabular display. One asterisk (*) indicates the Chi-square value was significant at the .05 level of confidence; two asterisks (**) indicate significance at the .01 level of confidence.

QUESTION	RESPONSE	TOTAL GROUP	RETENTION RATE GROUP		
			HIGH	MEDIUM	LOW
7. Have you ever had an individual career counseling interview since you reported aboard this command?	Yes	41.5	16.7	36.4	71.2
	No	58.5	83.3	63.6	28.8
Chi-square = 33.571** df = 2	(N)	(241)	(42)	(140)	(59)
8. How many individual career counseling interviews have you had at this command?	0	55.4	78.6	59.7	28.8
	1	25.0	14.3	25.9	30.5
	2	11.3	4.8	8.6	22.0
	3	5.4	-	3.6	13.6
	4	1.3	-	.7	3.4
	5	.4	-	.7	-
	6	1.3	2.4	.7	1.7
Chi-square = 38.176** df = 12	(N)	(240)	(42)	(139)	(59)
9. Which type of career counselor has conducted most of your individual career counseling interviews at this command?	5. All by command career counselor	45.4	33.3	35.9	66.7
	4.	4.3	-	2.6	8.9
	3. Half and half	22.7	11.1	28.2	17.8
	2.	7.8	16.7	9.0	2.2
	1. All by Department career counselor	19.9	38.9	24.4	4.4
Chi-square = 25.970** df = 8	(N)	(141)	(18)	(78)	(45)

QUESTION	RESPONSE	TOTAL GROUP	RETENTION RATE GROUP		
			HIGH	MEDIUM	LOW
13. Which of the following group interviews have you attended at this command?	10 months before EAOS or PRD				
	Yes	12.9	4.0	10.9	23.7
	No	87.1	96.0	89.1	76.3
Chi-square = 6.032*					
df = 2	(N)	(155)	(25)	(92)	(38)
14. From personal observation of your command career counselor, in terms of percentages, how would you estimate his/her time is spent?	Individual interviews				
	1-9%	12.9	47.1	10.0	6.0
	10-19%	20.4	17.6	23.8	16.0
	20-29%	10.2	5.9	13.8	6.0
	30-39%	13.6	5.9	16.3	12.0
	40-49%	8.2	5.9	5.0	14.0
	50-59%	16.3	-	16.3	22.0
	60-69%	7.5	5.9	7.5	8.0
	70-79%	4.8	-	3.8	8.0
	80-89%	2.7	-	2.5	4.0
	90% Up	3.4	11.8	1.3	4.0
Chi-square = 36.611**					
df = 18	(N)	(147)	(17)	(80)	(50)
	Other Duties				
	1-9%	9.1	5.0	6.9	15.0
	10-19%	21.2	5.0	19.4	32.4
	20-29%	20.5	5.0	23.6	22.5
	30-39%	6.8	-	5.6	12.5
	40-49%	3.8	-	5.6	2.5
	50-59%	8.3	5.0	11.1	5.0
	60-69%	6.1	15.0	6.9	-
	70-79%	3.8	5.0	5.6	-
	80-89%	5.3	5.0	5.6	5.0
	90% up	15.2	55.0	9.7	5.0
Chi-square = 48.885**					
df = 18	(N)	(132)	(20)	(72)	(40)

QUESTION	RESPONSE	TOTAL GROUP	RETENTION RATE GROUP HIGH	MEDIUM	LOW
16. Do you feel you are adequately informed of Navy programs and benefits?	5. Yes definitely	9.2	7.1	6.5	17.2
	4.	15.1	7.1	16.7	17.2
	3. Somewhat informed	42.9	40.5	44.9	39.7
	2.	19.3	19.0	21.7	13.8
	1. Not at all informed	13.4	26.2	10.1	12.1
Chi-square = 15.240[1] df = 8	(N)	(238)	(42)	(138)	(58)
18. Have you received booklets describing Navy career opportunities? (If yes, indicate most recent sources.)	No	46.9	56.1	48.9	35.6
	Yes, from division officer	2.9	2.4	2.9	3.4
	Yes, from career counselor	17.6	9.8	10.1	40.7
	Yes, from leading petty officer	1.7	-	2.2	1.7
	Yes, from personnelman	2.1	-	2.9	1.7
	Yes, from shipmates	6.7	7.3	7.9	3.4
	Yes, CNP/BUPERS	9.2	9.8	10.1	6.8
	Yes, other, specify	13.0	14.6	15.1	6.8
Chi-square = 32.661** df = 14	(N)	(239)	(41)	(139)	(59)

1 Significance = .0515. This item was included to assist the interpretation of data since its ANOVA was significant and its Chi square was extremely close to significance at the .05 level

QUESTION	RESPONSE	TOTAL GROUP	RETENTION RATE GROUP		
			HIGH	MEDIUM	LOW
23. If you wanted to find out which ratings in the Navy are eligible for SRB, which one of the above would you contact?	Division officer	3.4	5.0	3.7	1.7
	Lead petty officer	4.3	7.5	3.7	3.4
	Personnel officer	4.3	2.5	5.1	3.4
	Command career counselor	46.0	32.5	39.7	69.5
	Dept./Div career counselor	10.2	7.5	11.8	8.5
	MCPOC	1.3	2.5	.7	1.7
	Educational services officer	4.7	2.5	7.4	-
	Personnelman	19.1	22.5	23.5	6.8
	Shipmate	.9	2.5	-	1.7
	Other	1.7	2.5	1.5	1.7
	No one	4.3	12.5	2.9	1.7
Chi-square = 36.698* df = 20	(N)	(235)	(40)	(136)	(59)
25. If you wanted information regarding STAR and SCORE, or rating conversion, which one of the above would you contact?	Division officer	4.7	9.8	3.0	5.1
	Lead petty officer	5.5	12.2	3.7	5.1
	Personnel officer	1.7	-	3.0	-
	Command career counselor	51.5	36.6	48.9	67.8
	Dept./Div career counselor	11.9	14.6	14.8	3.4
	MCPOC	.9	-	.7	1.7
	Educational services officer	10.2	12.2	11.1	6.8
	Personnelman	8.5	4.9	11.1	5.1
	Shipmate	.4	-	-	1.7
	Other	.4	2.4	-	-
	No one	4.3	7.3	3.7	3.4
Chi-square = 33.165* df = 20	(N)	(235)	(41)	(135)	(59)

QUESTION	RESPONSE	TOTAL GROUP	RETENTION RATE GROUP		
			HIGH	MEDIUM	LOW
26. The person you know who is the best source of information regarding your ability to be promoted is:	Division officer	20.6	19.5	21.0	20.3
	Lead petty officer	30.7	46.3	25.4	32.2
	Personnel officer	5.5	4.9	2.9	11.9
	Command career counselor	11.8	4.9	9.4	22.0
	Dept./Div career counselor	4.2	7.3	5.1	-
	MCPOC	1.3	-	2.2	-
	Educational services officer	3.8	2.4	5.8	-
	Personnelman	15.5	7.3	21.0	8.5
	Shipmate	2.1	2.4	1.4	3.4
	Other	1.7	-	2.9	-
	No one	2.9	4.9	2.9	1.7
Chi-square = 38.930** df = 20	(N)	(238)	(41)	(138)	(59)
27. Who conducts the career counseling group interviews aboard your present command?	Division officer	.5	2.6	-	-
	Lead petty officer	.5	-	.8	-
	Personnel officer	1.4	-	2.4	-
	Command career counselor	56.6	38.5	53.2	75.9
	Dept./Div career counselor	6.3	15.4	5.6	1.7
	MCPOC	3.2	5.1	4.0	-
	Educational services officer	2.7	-	3.2	3.4
	Personnelman	-	-	-	-
	Shipmate	1.4	2.6	.8	1.7
	Other	4.1	5.1	4.0	3.4
	No one	23.5	30.8	25.8	13.8
Chi-square = 29.491* df = 18	(N)	(221)	(39)	(124)	(58)

QUESTION	RESPONSE	TOTAL GROUP	RETENTION RATE GROUP		
			HIGH	MEDIUM	LOW
29. If you wanted more information regarding the Navy's in-service educational programs, which of the above would you contact?	Division officer	2.5	4.9	1.4	3.4
	Lead petty officer	1.7	2.4	2.2	-
	Personnel officer	2.1	-	.7	6.8
	Command career counselor	20.2	22.0	12.3	37.3
	Dept./Div career counselor	5.0	7.3	5.8	1.7
	MCPOC	.4	-	.7	-
	Educational services officer	60.9	51.2	68.8	49.2
	Personnelman	2.9	2.4	4.3	-
	Shipmate	-	-	-	-
	Other	1.7	4.9	1.4	-
	No one	2.5	4.9	2.2	1.7
Chi-square = 37.514* df = 18	(N)	(238)	(41)	(138)	(59)
31. From your experience, which of the above personnel <u>really gets results</u> concerning promotions, training, and other career opportunities?	Division officer	15.8	17.9	17.7	10.2
	Lead petty officer	18.9	43.6	12.3	16.9
	Personnel officer	3.5	-	3.8	5.1
	Command career counselor	25.4	2.6	27.7	35.6
	Dept./Div. career counselor	4.4	5.1	5.4	1.7
	MCPOC	3.5	2.6	4.6	1.7
	Educational services officer	4.8	2.6	6.9	1.7
	Personnelman	5.7	-	6.9	6.8
	Shipmate	.9	-	-	3.4
	Other	2.6	2.6	3.8	-
	No one	14.5	23.1	10.8	16.9
Chi-square = 49.209** df = 20	(N)	(228)	(39)	(130)	(59)

QUESTION	RESPONSE	TOTAL GROUP	RETENTION RATE GROUP		
			HIGH	MEDIUM	LOW
32. In the past, have you ever attended a group session in which Navy career information was presented using a slide or moving picture projector?	Yes	33.3	12.2	34.3	45.8
	No	53.8	73.2	53.6	40.7
	Don't remember	12.9	14.6	12.1	13.6
Chi-square = 13.199* df = 4	(N)	(240)	(41)	(140)	(59)
43. Please indicate how you most frequently obtain such information. (Choose three sources from the list and write the appropriate letter in the blanks below.)	Billboards	10.3	13.2	10.7	7.4
	Navy Times	12.2	13.2	11.6	13.0
	Local Navy newspapers	13.6	19.4	14.0	9.3
	Other local newspapers	4.7	2.6	6.6	1.9
	Magazines	12.2	10.5	11.6	14.8
	Radio	1.4	2.6	-	3.7
	Television	4.7	5.3	.8	13.0
	Mail	5.2	2.6	4.1	9.3
	Posters	10.8	-	14.0	11.1
	Scuttlebutt from shipmates	24.4	31.6	26.4	14.8
I obtain information about the Navy from: c. Third most frequent source					
Chi-square = 34.546* df = 20	(N)	(213)	(38)	(121)	(54)

APPENDIX C

CAREER COUNSELING QUESTIONNAIRE - ANOVAS

This appendix presents information comparing the responses made by individuals from the High, Medium, and Low retention rate commands to questions with ordinal responses. The means for each of the three groups and the mean for the total group are displayed with the associated sample sizes and the derived F ratio. Only those questions which had F ratios significant at least at the .05 level are shown. One asterisk indicates the F ratio is significant at least at the .05 level, and two asterisks indicate significance at least at the .01 level.

8. How many individual career counseling interviews have you had at this command?

☐☐ individual interviews

	Retention Rate Group			TOTAL	F
	High	Medium	Low		
Mean	.38	.65	1.39	.78	12.798**
(N)	(42)	(139)	(59)	(240)	

9. Which type of career counselor has conducted most of your individual career counseling interviews at this command?

5	3	1	6
All by Command Career	Half and Half	All by Department Career Counselor	No Career Counselor Available

	Retention Rate Group			TOTAL	F
	High	Medium	Low		
Mean	2.72	3.17	4.31	3.48	11.135**
(N)	(18)	(78)	(45)	(141)	

14. From personal observation of your command career counselor, in terms of percentages, how would you estimate his/her time is spent:

		How career counselor's time is spent
___	No command career counselor	
	Group interviews ___	___ percent
	Individual interviews ___	___ percent
	Administrative duties ___	___ percent
	Other duties ___	___ percent
		TOTAL 100 percent

INDIVIDUAL INTERVIEWS

	Retention Rate Group			TOTAL	F
	High	Medium	Low		
Mean	31.18	40.38	50.20	42.65	4.718*
(N)	(17)	(80)	(50)	(147)	

OTHER DUTIES

	Retention Rate Group			TOTAL	F
	High	Medium	Low		
Mean	80.00	47.36	33.50	48.11	19.287**
(N)	(20)	(72)	(40)	(132)	

16. Do you feel you are adequately informed of Navy programs and benefits?

5	4	3	2	1
Yes definitely		Somewhat informed		Not at all informed

	Retention Rate Group			TOTAL	F
	High	Medium	Low		
Mean	2.50	2.88	3.14	2.87	4.098*
(N)	(42)	(138)	(58)	(238)	

APPENDIX D

COMMAND RETENTION TEAM INTERVIEW

This appendix presents the questions asked of the members of the Command Retention Team. An SDC data collection team member recorded the answers, except for the several questions having a matrix. For these questions, the form was usually handed to the interviewee to look over first, then the interviewer discussed the intent of the functional descriptions, and the interviewee then wrote in the numbers indicated to be appropriate.

10 September 1976

COMMAND RETENTION TEAM INTERVIEW

1. What is your position?

   1. Commanding Officer _____
   2. Executive Officer _____
   3. Department Officer _____
   4. Division Officer _____
   5. MCPOC/Senior enlisted _____
   6. Command Career Counselor _____
   7. Dept/div Career Counselor _____
   8. Personnel Officer/personnelman _____

2. What is your present rank or rating? _____

3. How long have you been assigned to your present job?

   _____Months

4. At what level do members of your command participate in the retention program?

FUNCTION	Commanding Officer	Executive Officer	Department Officer	Division Officer	MCPOC/Senior Enlisted	Command Career Counselor	Dept/Div Career Counselor	Personnel Officer
Conducts group interview sessions								
Attends group interview sessions								
Conducts private counseling sessions								
Counsels or briefs wives								
Assists in solving personal or command problems (CC)								

Using the following scale as reference, enter one of the numbers into each of the boxes provided.

1 = Never 2 = Rarely 3 = Occasionally 4 = Often 5 = Very often

5. What scheduling problems have you encountered in complying with the requirement to provide each of the group interviews?

6. How often was each type of group interview conducted during the last six months?

7. How do you distribute your counseling and interviewing time between first-term personnel and career personnel?

8. What follow-up actions do you accomplish after a group interview has been conducted?

9. How do you monitor the effectiveness of your retention efforts?
   - *Source for retention indicators?*

10. I would appreciate it if you would provide me with a copy of the last Monthly Report of career counseling activities.

11. With regard to advancement of personnel, we would like to know the number of eligible strikers/petty officers; the number that took the exam, the number that passed, and the number PNA.

NON-DESIGNATED STRIKERS

(Eligible) / (# that took exam) / (# that passed) / (# that PNA)

DESIGNATED STRIKERS

(Eligible) / (# that took exam) / (# that passed) / (# that PNA)

PETTY OFFICERS

(Eligible) / (# that took exam) / (# that passed) / (# that PNA)

12. How does the CREO List affect your retention efforts?

13. How much impact does BUPERS manpower forecasting have on your retention program?

14. What is your primary method of getting Navy retention material to the attention of enlisted personnel?

15. What impact do other Navy media such as the Navy Times have on retention?

16. What impact do non-Navy media have on retention?

17. How important or effective are the retention aids and materials provided by the Navy to your program?

PROVIDED AIDS AND MATERIALS	IMPORTANCE	EFFECTIVENESS
CAREERGRAMS		
BROCHURES		
CHINFO GRAMS		
POLICIES		
DECALS		
SLIDE SHOWS		
BUPERS INSTRUCTIONS		
SECNAV INSTRUCTIONS		
FLEET INSTRUCTIONS		
POSTERS		
CAREER COUNSELING MANUAL		

1 = not important or effective
2 = minor importance or effectiveness
3 = moderately important or effective
4 = important or effective
5 = critical to success of program
6 = not used
7 = don't know

18. How often have you used the multi-media material provided for career retention? • *Slide Shows?* • *Films?*

19. What do you find that most stimulates an interest in a Navy career?

20. How does your tickler system operate? • *What does system indicate?*

21. What procedures do you use to ensure that personnel submit Duty Preference Forms? • *Problems?*

22. When did you complete the CIAC School? • *Which one?*

23. What is your judgment on the effectiveness of the school in preparing you for your career counseling duties? • *Most useful;* • *Least useful;* • *Recommended changes;* • *Adequate?*

24. How much of your time is spent counseling Navy personnel? • *Group;* • *Individual;* • *How many of each last month?*

25. How much time do you devote to the counseling or briefing of family members? • *Group;* • *Individual;* • *How many of each last month:* • *Last 6 months?*

26. How much of your time is spent away from the desk? • *In unit;* • *with families;* • *on base/off base;* • *collateral duties?*

27. What techniques do you use to create an effective interview or counseling atmosphere?

28. What procedures do you follow to prepare for an individual interview?

29. What insights concerning Navy life have you been able to gain from enlisted personnel through your program. • *Working conditions;* • *Treatment by supervisors;* • *Living environment;* • *Apprehensions?*

30. What kinds of information have you fed back to your command concerning general problem areas? • *Job satisfaction;* • *Human awareness;* • *Living conditions;* • *Equal opportunity;* • *Working conditions;* • *Moonlighting?*

31. What procedures are followed concerning Navy personnel who are not recommended for reenlistment? • *Are they notified?*

32. How and with whom do you coordinate your retention efforts?

	Group Meetings	Individual Instructions	Memos	Phone Calls	(Other)
PERSONNEL OFFICE					
OTHER COMMANDS					
BUPERS					
TYCOM					
RECRUITING					
CIAC SCHOOL					
DETAILERS					
OTHER					
FLEET COMMANDERS					

1 = Never
2 = Rarely
3 = Occasionally
4 = Often
5 = Very often

APPENDIX E

Command Retention Team
Organizational Profiles

Profiles appearing in this appendix are presented to assist the reader in obtaining a conceptualization of the wide variety of ways in which the Command Retention Team is functioning. Variations in implementation approach and innovative ideas being tried out by some organizations may be of interest and assistance Navywide. Trends can be identified and consistent themes, of both positive and negative nature, identified. In addition, research results tend to take on additional meaning when they can be interpreted in light of the context from which they were obtained. There are several ways to obtain organizational data in addition to the administration of questionnaires. Some of these methods were used during the data collection activities at the fifteen Navy units sampled in the study. Methods supplemental to questionnaire administration consisted of one-on-one interviews, group interviews, sensing sessions, and observations of organizational activities at the units sampled. Data collected by trained interviewers, facilitators, and observers using these methods are valuable additions to questionnaire data. When properly synthesized, assimilated, and presented, these additional data provide insights into the organizational environment. Caution, however, must be exercised since such insights supplement rather than replace data presented in the body of this report.

Profiles presented in this appendix have been identified alphabetically to preserve organization's anonymity. Navy terminology and acronyms appearing in the profiles have been included to preserve the context and flavor of the data. To facilitate understanding of these special terms a glossary is provided in Appendix F.

PROFILE A

The four CRT members of Organization A interviewed have all been assigned to this unit for over a year, with the exception of the collateral duty career counselor who has been there six months. The division officer, a lieutenant ready for reassignment, has been assigned the longest--40 months; the XO, 23 months; and the CCC, 12 months.

They indicate that group interviews are not conducted and that the +18 and/or -10 slide presentations are not shown because of conflicts with operating schedules and with HRAV and Phase II scheduling. A general bias against these types of sessions was also evinced. Formal one-on-one counseling does not seem to be a regular practice, the XO, division officer and CCC all indicated that they spent very little recent time in its practice.

Retention efforts are closely monitored and continually evaluated by all CRT members. This included going beyond the monitoring of numbers. The XO personally reviews the updated Duty Preference Forms periodically. The division officer graphs and provides unit statistical data on all personnel getting out, extending, or reenlisting. The CCC provides first-hand information on the success of the retention efforts to the CRT members via impressions often obtained from the reactions of the individuals he interviews. Neither the CREO List, "a good idea but it only emphasizes that A* and B* can't cross-rate," nor the BuPers Manpower Forecast data are believed to have any effect on retention at the unit.

Navy retention material is distributed during the one-on-one interviews conducted by the career counselor and only pertinent material is provided. Also, the POD is used as a vehicle for providing career and educational benefits to the crew. The XO has incorporated a procedure to send career, fringe benefit and

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*The two groups of ratings which are in greatest demand.

family benefit information to Navy wives to notify them of the unit's activities and career opportunities for their husbands. The reaction to the impact that media have on retention is deemed minimal, although one member of the CRT felt that media reports on the loss of benefits impact negatively on retention efforts. Most of the members of the CRT feel that the Career Counseling Manual and policies are important factors to their retention program.

Job satisfaction, which includes career growth, working environment and working relationships, are rated most important as stimulating an interest in the Navy as a career. There is also an awareness that Navy wives are often uninformed as to their family benefits and spouses' career opportunities.

PROFILE B

Of those CRT members of Organization B interviewed, the XO has six months at his assignment, the department officer four months, the MCPOC nineteen months, and the CCC one month. The CCC is the only CRT member who attended a CIAC school and that was for three weeks in the Spring of 1974.

No group interview sessions which directly pertain to career counseling are conducted at this unit. Most career counseling activities are conducted privately, one-on-one by the CCC. (All CRT members indicate that the team actively assists unit personnel solve career counseling related personal and command problems). Of the two slide presentations available to the unit the +18 was used twice over the last six months, while the -10 presentation was not used.

Retention efforts are mainly assessed through direct feedback from the unit personnel, perceptions of intent by the XO, the monthly reports, 1080 interview schedule, and the number of individual interviews conducted. The CREO Lists although rated helpful for the retention of first termers do not appear to be generally used. BuPers Manpower Forecasting is not used at all. Navy retention materials are handed out by the CCC during interviews, posted, distributed at branch presentations, and listed in the POD. Opinions regarding the retention value of the Navy Times is neutral at best. Although the XO feels that well done advertisements in the media have allowed sailors to be accepted as men in the community, none of the CRT thinks that the non-Navy media have much impact on retention. The Career Counseling Manual is rated as an important aid to the retention program and local Navy policies, BuPers Instructions and SecNav Instructions are deemed critical to the program. Most indicated that Careergrams were not used at all.

Except for the XO, who indicated he divides his retention effort time equally between first-term and career personnel, the primary CRT effort is toward influencing first-term personnel to reenlist. Although all CRT members get involved in directly counseling personnel, the primary responsibility for this activity lies with the CCC who spends approximately 60% of his duty time

actively counseling personnel. The responsibility of ensuring that unit personnel submit their Duty Preference Forms is delegated to the CCC. This is often done as part of the one-on-one interview process. Sailors who are not recommended for reenlistment are interviewed upward through the chain-of-command, where they are advised of the reasons or problems which preclude them from being recommended for reenlistment.

Most CRT members feel that job satisfaction and its concommitants--challenging work with a future, recognition for outstanding performance--are important inducements to a Navy career. The XO emphatically feels that if this can be accomplished, money is not that important as an attractor. The MCPOC feels that early retirement is an additional attraction, while the department officer states that "where a man is stationed is as important as what his job is." Educational opportunities were also seen as a retention inducement--the lack of such opportunities clouding retention efforts.

PROFILE C

The CRT personnel of Organization C who were interviewed include the XO, a department officer, the CCC and a collateral duty, department career counselor, all of whom have been at their present assignments for 13 months or less. The collateral duty career counselor attended a four-week CIAC school. The CCC, although not completing the CIAC school, attended several one- and two-week career counseling courses at various Navy bases, then "worked six months in a slot . . . applied for . . . and got my NEC."

It does not appear that the CO, XO and other officers are directly involved with the program other than providing support and visibility. Because this is a small unit, the CCC has many collateral duties which he feels hampers his effectiveness and lessens his credibility. This viewpoint is shared by the department career counselors who work the program on their own time and as a low priority. The duality of roles (counselor and line manager) is recognized by both the CRT and crew as often being in conflict with the goals of the Career Counseling Program. Except for the CCC, the CRT spends most of their counseling time (75-80%) addressing first-term personnel as opposed to career personnel. The CCC gives equal time depending upon the need, while the department career counselor feels that most career types bypass collateral duty career counselors and go directly to the command career counselor or personnel office.

There are no group interviews or counseling sessions conducted during which the +18 or -10 slide presentations are shown. The only "group" activities are the I Division orientations during which some career growth and educational programs are addressed by the CCC. These are conducted monthly. The reasons given for not using the slide presentations and more group activities are lack of space and facilities, and scheduling problems which cause conflict with operational requirements when segments of the crew are away from their operational duties. The CCC has conducted two group counseling sessions within the last six months for the purpose of providing advice and counseling in filling out the Duty Preference Forms.

There appears to be a great deal of emphasis placed by the CRT on the proper filling out, submission and subsequent follow-through of Duty Preference Forms. For example the tickler file containing the personnel's records indicate when each sailor is coming up for transfer, pre-separation or extension. Prior to this occurring, the CCC provides each sailor with career information, helps fill out the card, monitors it through the system, and, depending on the situation, has the individual contact his detailer. If more pressure is required, the CCC, an officer, or the XO contacts the detailer. All forms go through the command career counselor for coding, thus speeding up the process.

Successful retention efforts are gauged through the shipover figures. These statistics are maintained and hard copied in the form of monthly reports to the CO and the quarterly reports which show first-termer eligibility and the number who reenlist. Only the department officer finds the CREO List helpful in applying for SCORE. None of the CRT use the BuPers Manpower Forecast data to influence their retention efforts.

Navy retention materials are distributed in several ways. The XO relies heavily on the POD as a form of communication alert for career and retention related information to get to the crew. Most hand-outs and brochures are directly distributed by the CCC to the appropriate individuals usually during one-on-one interviews. The officers of the CRT feel junior personnel prefer All Hands to the Navy Times as a data source; therefore, Navy Times has little impact on retention. However, the CCC and his collateral duty counterpart feel the Navy Times is beneficial and has a heavy impact on retention because of its emphasis on benefits, promotions, rate changes, and other aspects of Navy life. Only the CCC felt that local news media give negative coverage to sailors in general, but also felt that these media have little effect on retention. Most agree that BuPers Instructions and local Navy policies are critical to the success of their retention program. SecNav and Fleet Instructions are also deemed important as is the Career Counseling Manual. Brochures, slide shows and decals are deemed of minor importance and ineffective although slide shows and films do cause people to ask questions and therefore stimulate an interest in some of the Navy career benefits.

Both the XO and department officer agree that the work environment and living conditions, where personnel are useful and happy, are most important in attracting sailors to a Navy career. The CCC adds career growth and job security to the list, while the department career counselor thinks travel and variety in work are positive factors, but "for young EMs, it's the money." The CRT perceives family and/or wives counseling as outside of their counseling or CRT charter and only immediately prior to deployment are family feedback sessions scheduled. The CCC feels that the wife often influences whether a sailor stays in or gets out of the Navy.

PROFILE D

The members of Organization D's CRT that were interviewed are relatively new to their job/unit. The XO has been aboard for only 9 months functioning in his assigned slot, and all other members have less time. The CCC has been with the command for approximately five years; however, he is the newest member of the CRT, functioning in his slot for only four months.

The only group interviews that are conducted by unit personnel are the I Division orientations. During these sessions, which are conducted monthly according to the CCC, there is little emphasis placed upon retention; however, the role and function of the career counselor is pointed out and the CCC actively participates as a presentor. The +18 and -10 Group Interviews are conducted by the staff of the TYCOM CIAC on a monthly basis at a Naval Station facility. These group interviews, which comply with the scripts/slides, appear to be well received by the attendees and the CRT generally feels that this method is workable, that it provides up-to-date information in a professional manner and in a comfortable environment, and relieves the unit of some conduct responsibility. A potential problem, which is recognized by the CRT, is the lack of a tie-in of the follow-up retention activities after these group interviews are conducted.

The CREO List impacts on the unit retention efforts when there is an inconsistency between unit needs and the D* and E* list. Limited entry and slower advancement were suggested as a possible solution. The retention of women sailors was suggested as negatively impacted by the CREO list. The BuPers Manpower Forecasting data could also affect the retention program when rigid interpretation by the detailer precluded an individual from transferring or staying in a particular unit or geographical location.

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*The two groups of ratings which are overmanned Navywide and must be reduced; therefore, many are not allowed to reenlist in these ratings.

The Plan of the Day (POD) is the primary source for alerting personnel to the availability of retention material with the CCC acting as the conduit for these materials. Generally the CRT feels that the Navy Times has a minimal but positive impact on retention in that, according to the MCPOC "it helps in the area of job security because it compares civilian life and fringe benefits to the Navy's in a positive light." In general, they are neutral regarding non-Navy media and its impact on retention.

The consensus of the CRT is that local Navy policies, the Career Counseling Manual, and BuPers Instructions are critical to the success of the Navy's retention program. The multi-media material is not used except for occasional films.

There does not seem to be a purposeful manner in which the personnel submit their Duty Preference Forms. The existence and use of the forms are presented during I Division briefings and occasionally a "blurb" is put in the POD, but for the most part individual initiative is required and the procedures passively followed by the CRT.

The time spent and allocated by CRT members to counseling personnel varies, with the CCC approximating 75%; the XO, 30%; to the MCPOC, "it's an ongoing thing." All indicated that they spend no time counseling spouses or family members of enlisted personnel. All CRT members use or are aware of proper interpersonal interaction and counseling techniques such as establishing privacy, trust, rapport, empathy, etc. They also, except for the division career counselor who normally doesn't conduct individual interviews, appear to give adequate preparation to individual interviews. There appears to be no set procedure as to how sailors who are not recommended for reenlistment are notified. When asked the question, the responses ranged from "the division officer does it and he tells why," to "don't know, but the skipper should do it," and "his immediate supervisor waits till the last minute and then everyone else explains why."

As might be expected, the CRT had diverse views regarding the factors that stimulate the Navy as a career, where the retention emphasis should lie, the effectiveness of the counseling schools and other insights into Navy life which might affect retention. Job satisfaction with all of its subsets such as money, working environment, fringe benefits, and security were reasons given for high retention. Those attending the CIAC schools felt they were "very good," "highly effective," and "outstanding" with the only problem being that they were too short to absorb all the material. The greatest detriment to job satisfaction was verbalized by several CRT members as poor living conditions for unmarried enlisted personnel.

There appear to be communication gaps between the junior enlisted and middle management personnel. There does not appear to be a feeling of mutual trust between the first-termers and middle management. Junior enlisted personnel do not seem to relate to the CRT as either counselors or career information resources.

PROFILE E

All of the CRT members of Organization E interviewed have been on assignment for 7 months or less making this a relatively new team.

None of the CRT appears to get directly involved in presenting group interviews or group counseling sessions. The officer members of the CRT, however, conduct private counseling sessions which they perceive as retention-related with their assigned personnel. The CO and XO to not appear to conduct private counseling on CRT activities, although they felt to be supportive in solving personal or command problems which impact on career growth of personnel and retention. Only the MCPOC has attended a CIAC school.

The +18 and -10 group presentations are not conducted as a group nor with the slide package. There appears to be a resistance to scheduling of additional meetings at the expense of operational requirements. There also appears to be a degree of comfort involved in relating this information on an individual basis. Based upon inputs from the CO, XO and CCC, there does appear to be a concerted effort to spend the majority of the counseling and interview time (over 85%) addressing first-term enlisted personnel as opposed to career personnel.

The success of the unit's retention efforts are monitored in several ways; e.g., via the number of walk-ins and their reactions, the briefs received from the career counselor, and the squadron report. Retention efforts seem only slightly impacted by the CREO Lists--"only one individual decided to get out because he couldn't change his rate. . . since it was critical." BuPers Manpower Forecasting data was not a factor and was not used by any member of the CRT. In fact, it appeared that most were not aware of its existence. All CRT members felt that local Navy policies are most critical to their retention efforts because they affect the individual. Since they often address appearance and dress regulations, they frequently impact negatively on retention efforts because they appear to be arbitrary and are viewed as a form of harassment by most personnel including the officers and senior POs who must enforce these

policies. Most felt the Career Counseling Manual was of critical importance to the CRT program. Decals and posters go unnoticed and are viewed as having little impact on retention. Slide shows and films are deemed moderately important to the success of the program when shown by an individual who thoroughly understands the program and can thus answer questions. Most of the retention material is addressed or distributed via the POD, bulletin boards and, when necessary, packages are prepared and hand-delivered to the proper personnel by the career counselors.

The Navy Times has some impact on the Navy's retention efforts according to most members of the CRT, and is used as a source of career-oriented information by the MCPOC. Presentation methodology, however, is felt to detract from its accuracy and thus prevents most first-term personnel from properly assimilating the information. The publication All Hands was deemed an accurate source of information, especially the question and answer section.

It appears that very little time is spent in counseling enlisted personnel on their career potential or career growth. When counseling is warranted, the concentration seems to be toward first-term personnel. There are few attempts to counsel the families or wives of enlisted personnel. However the CO and XO make themselves available and have addressed wives when invited by wives' clubs/organizations.

The CRT members who provide the counseling understand and attempt to adhere to the mechanics of preparing for an interview and counseling session. That is, they review the service jackets to determine academic backgrounds, aptitudes and eligibility, then attempt to individualize and to personalize the session. A sailor who has not been recommended for reenlistment is notified via a CRT effort utilizing the chain-of-command. For example, the sailor would have been made aware of his status by his immediate supervisor, and through his department officer, division officer and CO, additional counseling would have occurred if there were questions, just like a request. The CCC's role in this activity is apparently passive, and he does not get directly involved in the communication between the individual or the chain-of-command except to sometimes bridge the gap between the individual and the Personnel Officer.

There appears to be a great deal of dissatisfaction by the unit enlisted personnel regarding felt breaching of promises or commitments made by the Navy. Much of this centers around A schools and other educationally-oriented programs for which individuals claim they are told that they are either not qualified or that the schools are full. These promises (often attributed to recruiters) and the subsequent handling of requests appear to be a major source of concern to first-termers. The manner in which these activities are handled are often seen as arbitrary along with other policy guides which appear to curtail the sailors' individuality. Job satisfaction is often discussed as the most important inducement to a Navy career according to the CRT. Job satisfaction as perceived by first-term sailors, is a dichotomous situation between themselves who are frustrated in their career goals and career-oriented personnel, who are complacent in theirs. Few of the first-term, potential careerists, perceive the CCC as being empathetic to their career needs.

PROFILE F

The three CRT members of Organization F who were interviewed have been at their assignments at least a year; the XO for 13 months; the MCPOC, 28 months; and the CCC, 20 months. The CCC is the only unit member to have attended a CIAC.

The consensus of these personnel is that the CO and XO neither conduct nor attend group interview sessions. The XO, however, frequently interacts with the unit personnel during which he addresses career growth possibilities and personal problems in a one-on-one counseling environment. The MCPOC is similarly involved in these types of activities, but much less often. Except for the I Division get-on-board activities which include group counseling and group interview sessions during which some career counseling activities are addressed, all other career counseling activities are conducted on a one-on-one basis. Group sessions are not scheduled due to the heavy operational load of the unit and the fact that they have been deployed approximately 16 of the last 20 months.

The multimedia slide presentations (+18 and -10) are not used because a slide projector is not available to the CCC. While the CCC professes no bias against the multimedia material "hearsay from other career counselors (says) they're bad because of their lack of reality." One suggestion was that a slide presentation would be more useful if accompanied by a sound track.

The CCC uses reenlistment statistics to monitor the success of retention efforts, and also "what I see and what I get from the division career counselors." While a tickler system does not currently exist the CCC is "starting to put it together." In his retention efforts, he feels that the CREO Lists and BuPers Manpower Forecasting data have no impact, but when the CREO List can provide data pertinent to the SCORE program it is deemed helpful. Although the CCC feels the SCORE program is one which aids retention, "when a man reenlists through the SCORE program the school gets the credit" (statistically) and not the unit or the career counselor from where the reenlistee originated. Navy retention material is handed out only by the CCC during his one-on-one interviews, because posting them or leaving them available at duty or mess stations is ineffective.

If people only read the headlines the Navy Times could be harmful for retention. Basically, depending on what it publishes, the Navy Times can be of positive or negative influence. The CCC and MCPOC agree that non-Navy media are influential on retention rates based on their coverage of service related news. The consensus of the CRT is that decals, posters, and Chinfograms are minimally important as retention aids. Although the MCPOC includes films and slide shows in this category, the XO feels that slide shows are a cost-effective way of communicating the program to a large number of personnel. Most CRT members feel that local Navy policies and the Career Counseling Manual are critical to the success of the program and that BuPers, SecNav and Fleet instructions are important to the success of the program although in many cases the CCC feels that these instructions often have too much emphasis placed on paper work.

As much as 80 to 90% of counseling time is devoted to first-termers. Approximately half of the CCC's duty time is spent in counseling. Wives are not counseled, nor are group presentation activities scheduled to include them; however, "they are invited on board by the CO to attend their husband's reenlistment ceremony." The CCC does not appear to get involved in the direct mechanics of the reenlistment process. If a sailor is not recommended for reenlistment, he is notified within the chain-of-command and this is always accompanied by "conversations from either the CO, XO, department head of personnel officer."

The CRT feels that Navy career interest is stimulated by the success of job operations, job security, benefits, and pay. More specifically, according to the CCC "for career types it's job security, family benefits, and things like that," while "for first-termers it's money, the SRB and STAR." Factors that hinder reenlistment at this unit are "poor living conditions, too much pressure from a vigorous inspection program and poor working conditions." Conflicts regarding job satisfaction, work environment, and living conditions are made known to the CO through the XO who is "usually aware of most things."

PROFILE G

The XO, division officer and department officer of Organization G who were interviewed have been aboard longer than 13 months, with the XO having over three years. The CCC had been on board for two months and all of his initial energies are being expended in getting the Career Counseling Reports updated.

The CRT revolves around the XO who takes an extremely active role in all of the unit's retention activities and is cognizant of all aspects of the retention programs, enlisted career/fringe benefits, and the CRT concept. The XO expects the division officers and senior enlisted to also take an active role in career growth for their assigned personnel. The XO feels that the CCC should function primarily as a data source and, depending upon the skills of the individual CCC, conduct group interviews and provide counseling only if capable of doing so and not in lieu of the middle managers accomplishing these activities. The XO (who also functions as the Personnel Officer) and the department/division officers feel that the primary responsibility of career growth and retention of their personnel should be with them and their LPOs and CPOs. Sending a sailor to the career counselor when he has a question implies lack of interest by the line. The career counselor is viewed as support in retention efforts. During Captain's Call which occurs once or twice a month, enlisted career opportunities and retention items are scheduled and addressed.

According to the XO the "canned type" group interviews (+18 and -10 presentations) are not conducted at their command. The XO himself doesn't conduct interviews per se; however, he does conduct spontaneous, upright interviews where he keeps up to date regarding the status of key enlisted personnel. He further states that he accelerates the "retention activities at the four month level and tries to get them to re-up three months early to pick up constructive time," and he encourages the other officers to do the same. The CCC has "random, informal, unstructured group and individual interviews" with the agenda developed from the persons involved, the situation, or questions raised by the group.

The retention indicators which tell the CRT the effectiveness of their retention efforts come from "observations" and the fleet retention figures, and conscious competitive comparisons appear to be made with other units. If an eligible sailor does not reenlist, his division officer must explain in detail to the XO the reason for the "no." The emphasis on the command's retention effort appears to be geared toward first-termers, because according to the CCC, "the needs of career personnel are not as great."

The XO uses the CREO List as an additional data source to guide career-minded personnel as to their chances of obtaining certain schools and rates. The CRT members do not use it or are unfamiliar with it. The BuPers Manpower Forecasting sheet is viewed by the department officer as having "a negative effect on some . . . they see closed rates" . . . acts as a turn-off because there are "not many changeovers from overmanned to undermanned" ratings. The XO doesn't believe the data contained on the forecasting sheets "regularly gets down to the unit level."

Navy retention material is provided to enlisted personnel primarily through personal contact of the CCC or MCPOC. The bulletin board is used but isn't deemed effective. The department officer feels that Navy media such as All Hands, the base newspaper, and Navy Times have a positive impact and that it "increases awareness of the new programs, and career opportunities." The XO agrees that All Hands is good but has "mixed feelings about the Navy Times."

As for non-Navy media, the CRT views them as frequently having a negative effect because they deal with sensationalization and rarely present the good programs. However, the department officer feels that in spite of this "Navy people are quite knowledgeable . . . and are skeptical of these Navy-related stories . . . and it causes Navy people to unite in the face of adversity."

The consensus of the CRT is that such retention aids and materials as local Navy policies, BuPers Instructions, and the Career Counseling Manual are very important, effective and critical to the success of the program. Films, slide shows, decals, are deemed as having minimal importance or effectiveness to the retention program, especially those that do not depict the situation realistically but instead in a non-work setting.

The effectiveness of the CIAC schools was rated very high by the CCC and the XO. The consensus is that most of the curricula and delivery system techniques are "geared to the larger ships and shore units that have complete facilities." The command does not use the +18 or -10 group presentations nor other alternate group presentations but relies on individual interviews to disseminate career data and stimulate career growth interest.

The CCC is a collateral duty type and according to the XO who recognizes a potential conflict, . . . "priority goes to operational requirements." Family counseling or briefings are rarely conducted, only in an emergency, and then are done by the CO or XO. When preparing for deployment, this activity increases via "announcements and messages home to the wives."

Service records are perused prior to each individual interview and other activities are accomplished to ensure a relaxed atmosphere for the interviews. The responsibility for the EPs filling out and the monitoring of the Duty Preference Forms falls heavily upon the department and division officers with the impetus coming from the XO. This starts at I Division orientation and is periodically monitored by the XO, who often personally calls the detailers for the EPs. He feels that "the card alone doesn't handle it . . . a push from the XO and career counselor is what helps affect retention."

The consensus of the CRT was that job satisfaction was the factor that most stimulates an interest in the Navy. Some insights into Navy life that are deemed dissatisfiers are "living conditions and lack of privacy". . . and the fact that they "put in more hours than civilians on comparable jobs." Other pertinent dissatisfiers are sub-standard working conditions, and the uncertainty of the work and deployment schedule and impact on families.

PROFILE H

Of the four CRT members of Organization H who were interviewed, the XO has been in his assigned slot for 15 months, the CO for 10 months, the division officer (Personnel) 5 months, and the CCC 10 months. Although the CCC has been at the unit for a total of 18 months, he has been functioning in his job only 10 months. He has attended the CIAC school where he completed the three week course during the summer of 1975. He felt this school was "outstanding in providing theory and career related material and resources," but felt that "an additional three or four days experience or operating as a counselor, especially on things like how to start a new program," would have added to his derived school knowledge.

Only the CCC gets involved with conducting group interview sessions. The CO, XO, and division officer often provide one-on-one counseling to support the career growth of sailors and for other retention-related activities. Upon invitation, the CO and XO provide counseling to the wives of unit personnel. This is often effected through the wives of the CO and XO, who have set up an informal communication link with the unit's Ombudsman. These communication activities occur more often when the unit is deployed. The CCC never counsels or briefs wives.

While most contact with the sailors is conducted on an individual basis by the CRT, the XO and CCC indicate that the +18 slide presentations have been held three times during the last six months. Follow-up to these sessions is, according to the CCC, in the form of his researching and finding answers and solutions to the questions that are raised. The CCC also states that he receives "full cooperation . . . all the way up" in scheduling these meetings. The unit's -10 slides were unavailable. Depending upon what CRT member provides the information, from 80 to 90 percent of their counseling and interviewing time is directed toward first-termers.

There are several ways in which the CRT assess their retention efforts. The monthly status and quarterly reports, with inputs from the CCC and personnel office are often referred to by the CO and XO. In addition, they contact each sailor up for reenlistment to ascertain his thoughts, attitudes, and feelings. The officer members of the CRT feel that this personalized counseling process has helped individuals in their decision process. Direct contact between the CRT is on an on-going basis during which they discuss the results so that the XO's basic concern is that "I'm assured that everything has been done."

In his retention efforts the CCC uses the CREO List as an aid and a data source for potential reenlistments. The CO views it as often being a rigid document which, if literally interpreted, causes reenlistment problems in individual cases such as "a BT* who wanted the (other) coast . . . was willing to pay his own way" but the (this) coast was extremely short of BTs and BuPers said "NO". The XO doesn't use it because he tries to get everybody to reenlist irrespective of the CREO List. The BuPers Manpower Forecasting impact ranges from "none" to "not much" to "first-termers would be more concerned with these data than career personnel."

The POD is the main source for disseminating Navy retention and career information. The department officer who is functioning as the unit's personnel officer, states that most of the handouts are directly distributed by the CCC and the collateral duty career counselors and that there is no great push in the command for posters and other slicks. He feels that the best way to disseminate career information is through direct contact and encouraging personnel to visit the CCC. While the Navy Times' impact on retention is rated "very good" by the CO, the other CRT members feel that it has a negative effect. Comments include "it shows the benefits eroding," "enlisted personnel are very aware of the current flaps and it influences their decision to reenlist," and "it really hurt in the last eight months" alluding to proposed benefit cuts. Only the CCC

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*Boiler Technician

feels that the local news media "probably" have a good effect, while the CO, XO, and department officer agree that they "portray a negative image of the military." The CO, XO, and CCC feel that BuPers Instructions and local Navy policies are very important to the success of the program. Other instructions such as SecNav and Fleet are of somewhat less importance except as viewed by the CO. Posters, decals, films, slide shows, and Chinfograms are rated not important or having minor importance to the program.

Navy personnel not recommended for reenlistment are usually formally notified by the [illegible]. In preparing for individual interviews or counseling sessions, the CRT members attempt to create an effective environment, maintain a relaxed atmosphere by personalizing the interaction, and "establishing an equal level of communication." Prior to the interview it was indicated that the sailor's service record is thoroughly reviewed and inputs from his LPO are solicited.

The CO rates job satisfaction most important in stimulating career interest in the Navy. It "starts with him feeling he has earned his money." The XO includes travel and job diversity, while the department officer emphasizes personal relations, "letting them know you care." Both the department officer and CCC feel schooling is also an important factor. The CO finds enlisted personnel compare benefits in different assignments and the XO is aware of conflicts between what sailors are told and what really happens. These inconsistencies cause discontent and detract from reenlistment. The department officer notes the difficulty in adjusting between sea and shore duty, while the CCC believes there are "problems in perspective" in following certain regulations such as haircuts and clothing.

PROFILE I

Only three CRT members were interviewed at Organization I. None of the officers were available. The MCPOC and CCC have served in their assignments at this unit for 18 months each. The other CRT member interviewed, a division LPO (E-7) has served for 8 months. All interviewees have attended a CIAC school with the MCPOC and CCC attending, respectively, a "course in September 1971" and the "three-week course at (location) in January 1975." The LPO attended a one-week course at (location) in 1971. All rated these schools very highly with words such as "totally enlightening," "very informative," "most useful because it provided the best instructors and current information," "provided practical experience in counseling techniques." The only criticism according to the division LPO, was that the "course was too short."

The CCC appears to be active in all levels of career counseling, conducting both group and individual interviews, occasionally counseling or presenting briefings to Navy wives, and, in general, assisting the command in solving personal and career related problems of the crew.

While there are some difficulties in scheduling group interviews because of work schedules and lack of space, the CCC frequently holds various types of group meetings. For example, during the last six months he indicated that the -10 and +18 group presentations were conducted approximately once a month. The slide packages are not used during these presentations because, according to the MCPOC they have difficulty obtaining them and there is no space or facility to adequately show them. After all of the group presentations, which are viewed by the CCC as a place where thoughts are germinated toward the idea of the Navy as a career, all personnel are encouraged to speak to the CCC through his open door policy.

Unit and fleet statistics on reenlistment are monitored by the CO, XO and CRT members. It is the function of the CCC to keep note of all the unit personnel and provide the statistical data for this activity. The CREO List is helpful to the CCC and MCPOC because the GUARD II program is available to many at the

unit and this availability of A and B groups makes the retention activity easier. The BuPers Manpower Forecasting data is generally ignored because it is believed to have little or no applicability to the unit retention program.

Navy retention material is distributed in various ways--the POD, bulletin boards, at quarters and at interviews. Retention efforts are not aided by the Navy Times which, although informative, uses "sensationalism to banner possible loss of benefits." Generally all feel that both Navy and non-Navy media impact very little on retention. BuPers Instructions and the Career Counseling Manual are rated critical to the success of the CRT program. Posters, decals and some glossy handouts are of no importance, according to the interviewees.

Most counseling time is devoted to first-term personnel (approximately 70%). Counseling, for the CCC and LPO is on a continual basis, and takes up approximately 20% of the time for the MCPOC. Only the CCC counsels wives and this, rarely. His main contact with wives is through the written material he gives their husbands. Individuals are rarely not recommended for reenlistment, but when this happens, they are seen by the CO and he is the one who explains the reasons. The CRT members induce a relaxed interview atmosphere by keeping it personal, low keyed and being nondirective in their questioning. They review service records carefully before conducting an interview.

Job satisfaction, through challenge and rewards is seen as the greatest inducement for a Navy career. Overcrowded living quarters is rated as the major drawback in this unit. All problems are related to the XO by the MCPOC who feels there is an open communication system; the LPO, unaware of this channel, feels there is "no such mechanism available at this command."

PROFILE J

All CRT members of Organization J who were interviewed have been on assignment one year or less; the XO for 12 months, the CCC and a division officer for 11 months and a division career counselor 9 months. None of those interviewed attended a CIAC School although the CCC went to a three-day course sponsored by the TYCOM.

All indicated some degree of activity in conducting group and private interview sessions and assisting in solving personal and command problems as they relate to career counseling. All indicated "never" with one "rarely" when asked if they ever counseled or briefed the families or wives of the unit personnel.

Group meetings are conducted "monthly" according to the CCC where the +18 and/or -10 slide presentations are used; "never" according to the division career counselor; "every two weeks" according to the XO during which slide presentations and films are shown; and the division officer didn't know when or if group sessions were conducted.

Retention efforts of the CRT are evaluated mainly by the CCC who provides statistical data for the monthly report. He also notes and records for his own use, during one-on-one interviews the reasons for leaving. The XO does not feel the CREO affects his retention efforts and the division CC states "it does not hurt" his retention efforts. The CCC states it is good because it "solves some of the retention problems before the command gets the problem." The division officer uses the list as an aid to "keep familiar with the situation" during interviews and thereby provide the best advice to enlisted personnel who are career motivated. None use, or appear to like the BuPers Manpower Forecast data which they tend to feel might be harmful to their retention efforts. The consensus is that when the forecasts are unfavorable for a particular rate this is discounted because the data may be old, unreliable, or subject to change; and their perception of the situation is different.

Retention materials are disseminated and distributed via bulletin boards, in the POD, in quarters and during individual interviews. Reaction to the effect of the Navy Times on retention ranges from negative to neutral. Non-Navy media are seen to also have a negative impact on retention when unsubstantiated opinions are stated as facts. Materials that benefit the unit's retention program are brochures, local Navy policies, BuPers Instructors, SecNav Instructions and the Career Counseling Manual.

Most counseling is directed toward first-termers by the division officer and CCC. The division career counselor however, makes no distinction in his time between first-termers and career personnel. Actual time spent in interviews varies from 5% to 30% of the day, with the CCC spending most of his time in this way. Those not recommended for reenlistment are notified by the officer they work for--the CCC conducts "preventive counseling" to lower the frequency of this occurring. In creating a good environment for interviews, the interviewers make an effort to be honest, relaxed and concerned with the individual's needs.

The CRT consensus is that Navy career interest is most stimulated by job satisfaction, security, fringe benefits and open communication. Dissatisfaction with the Navy stems from frequent changing of dress codes and a feeling of unfair treatment from superiors.

PROFILE K

None of the three CRT members interviewed at Organization K has been assigned to his job for more than 11 months. The CCC (at the unit for 11 months) participates in all aspects of the career retention program as does the MCPOC.

It appears that all CRT members at least occasionally participate in conducting group and/or individual interviews, counseling or briefing wives and assisting in solving personal problems of the unit's personnel. Also, considerable support is provided by the career counselors assigned to the shore station from which the CCC draws resource support.

According to both the MCPOC and CCC there is no problem in the command in scheduling the rquired group interviews. A letter by the XO which "requests attendance" at these activities often ensures good attendance, and is considered supportive by the CCC. Neither a lack of space nor an overly heavy workload precludes the use of group interviews, according to the MCPOC. The -10 and +18 group presentations are scheduled when required; however, I Division group counseling sessions are conducted monthly during which career counseling, educational benefits and other CRT programs are presented. The CCC and the MCPOC personally follow up the group interview sessions to ensure that unit personnel's needs are attended to and often initiate contact when not approached.

Retention statistics in reports are not utilized by the CRT members who primarily rely on personal observations to assess their retention efforts. The CCC is confident that "if you get people what they want--good figures will result." The CREO List and BuPers Manpower Forecasting data are not viewed as useful. To the contrary, they are felt to often have a negative effect on retention efforts in that good personnel in D or E can't reenlist although lesser quality A or B category individuals can. The CREO List at one time was useful, however, as a tool for junior enlistees who were interested in specific

rates. The BuPers Manpower Forecasting is looked at negatively because it's a "recruiting type" of information which emphasizes the importance of numbers.

Retention materials such as brochures and information papers are distributed through the usual channels--interviews, personnel office, and the POD. The Navy Times is deemed a negative impact on retention because it accentuates negatives. However, one member of the CRT, while agreeing with this general assessment, thinks it a necessary and outstanding publication for keeping people informed. This same individual feels that All Hands is a publication that is good for retention. The CRT feels that non-Navy media have little impact on retention; however, they do positively attract recruits. For example television ads show the glamorous side of the Navy. Compared to the other services, the MCPOC feels that the Navy gets better treatment than the other armed services from the media. The retention aids or materials that are rated as most important and most effective to the unit's retention program are the Career Counseling Manual and BuPers Instructions. The CCC includes local Navy policies in this category although the MCPOC feels that these policies have minor importance.

There appears to be no special emphasis or division of time allocated to first-termers or career personnel. Whoever needs to talk or needs information gets an interview with the career counselor and all personnel when first assigned to the unit are apparently interviewed by the CCC. The MCPOC and CCC spend most of their retention time conducting individual interviews. Group presentations are considered too canned when slide or film materials, and the CCC appears to prefer to conduct individual sessions to group interviews. Personnel not recommended for retention are seen by the MCPOC. He feels that division chiefs and officers should get to these personnel earlier. The interview atmosphere is relaxed, honest, open, and private. The MCPOC and CCC discourage the hard-sell approach and encourage an open, people-oriented, pro-Navy approach. In preparation for an interview personnel records are reviewed to ensure a thorough knowledge of the individual's capabilities and needs.

A variety of factors are cited as inducements to a Navy career beginning with job satisfaction and including adventure, security and career growth. The MCPOC finds that his interaction with sailors indicates that the Navy has management, advancement, housing and pay/allowance problems. Advancement goals of personnel are expressed to the command through the CCC, and the MCPOC has access to the CO to channel complaints or potential trouble areas as they pertain to retention.

PROFILE L

Of the five CRT members of Organization L interviewed, only the CO has been on assignment at this unit for less than a year. The others range from one year by the CCC, to three years for the XO.

Although the CO and XO rarely get involved in counseling personnel regarding retention, they both get involved in conducting group counseling or briefings to Navy wives around every deployment cycle. This activity, according to the MCPOC, is extremely beneficial, well received, and should be a Navy requirement. All seem to think that these activities, in the long run, enhance retention efforts.

The +18 and -10 counseling sessions are not conducted using the slide packages, because the slides are not available to the unit. However, it was indicated that even if the slide packages were available, they probably would not be used since their validity was questionable. The CCC does conduct +18 lectures but primarily the +18 and -10 requirements are done on a one-on-one basis with the main emphasis on the GUARD program. The scheduling or conducting of any retention activity which entails a group is almost impossible because of the operational work load of the involved personnel. However, there appears to be a great deal of support and emphasis on the retention program, with special emphasis on first-termers, throughout the chain-of-command. When the CCC requires work space or time to schedule a retention effort, all he has to do is tell the XO when, and it's done.

The department officer evaluates his retention efforts through reenlistment statistics, although he does not think they are very useful. The MCPOC monitors his efforts informally through knowledge of the individual being interviewed. The CO and XO get feedback from the CCC and also review statistics. CREO Lists and BuPers Manpower Forecasting data are believed to have no effect at best on retention efforts. There is some feeling that they are used to eliminate or to curtail assignments of long-term career personnel.

Retention materials are distributed by the CCC at group meetings (including I Division) and private interviews, and are posted in quarters, in the POD, and on bulletin boards by all CRT members. The impact that the Navy Times has on retention drew such comments as "it has a big, positive impact," "it has some effect but not too much," "no impact" and "it has a negative impact because it provides bad information on new changes." Most of the CRT members feel that non-Navy media have little impact on retention other than their "publicizing cuts in the defense programs" There were some opinions that the news media tend to present information that impacts on recruitment more than retention. All seemed to think that the Career Counseling Manual was either important or critical to the success of the program. Most think that BuPers Instructions, SecNav Instructions, and Fleet Instructions are critical in importance to the success of the program. Their effectiveness, however, would be improved if it didn't take so long "to get used to using them . . . most people don't think about going to the instructions."

All spend most of their counseling time with first-term personnel, except the MCPOC who distributes his time equally with career-oriented personnel. The MCPOC estimates he spends 95% of his time counseling and setting an example, because "all the things a leader does affects retention," and the other 5% of his time "yelling". All CRT members appear to be aware and to work at modeling their own behavior as leaders and as managers. They are also well-versed in the techniques and principles of one-on-one interview activities and appear to practice these techniques when counseling. All enlisted personnel are encouraged to submit their Duty Preference Forms. At least twice a year the CCC makes a concerted effort to ensure all have submitted their forms. In addition, encouragement to do so is verbally supported down the chain-of-command, and reminders in the POD are periodically published.

The things that stimulate enlisted personnel to seek a Navy career are varied according to the CRT members but either directly or indirectly, all stated job

satisfaction and educational opportunities are the most important factors. More specifically, the CCC feels that job security is the prime factor. Some of the dissatisfiers which, to varying degrees, the CRT members feel have an impact on Navy life are "living conditions are hard for enlisted," "many feel that they don't have the authority or enough responsibility in their jobs," and "family separation influences retention." It appears that problem areas are channeled upward through the chain-of-command and efforts are made to alleviate those problems which the unit can control.

PROFILE M

Three of the four CRT members interviewed in Organization M have been on assignment over a year. The CCC, although new to his assignment, has been on board this unit for 13 months functioning in a different capacity. The CCC has not attended the full-term CIAC school, although he spent one week attending a TYCOM-sponsored course when he returned from recruiter duty prior to his current tour. In his own view, the XO is active in all phases of career counseling, from conducting and attending career-related group counseling sessions, conducting private counseling, to the occasional counseling of wives regarding Navy procedures and fringe benefits. Other CRT members interviewed did not share this perception of the XO's involvement.

The +18 and -10 slide presentations have not often been used. The new CCC has scheduled group slide presentations and has received the full support of the CO, XO, and department/division officers in scheduling these activities. Blurbs in the POD and "words passed on by the XO during officer's call" alleviate any scheduling problems, and when the CCC schedules an activity, it's implicitly understood that the XO deems attendance to these activities mandatory and therefore there is no problem as to lack of attendance. The primary group counseling activity where career counseling activities and educational benefits are addressed is during the I Division time period.

The effectiveness of the unit's retention effort is monitored in different ways by the CRT. The XO and MCPOC derive much of their retention-related information from the CCC via word of mouth and monthly reports which are broken down as to first-term or career extensions. The personnel officer uses retention statistics from the force report to compare his unit's averages with other units' averages. The CREO List is used only by the CCC in his retention efforts and then it helps "only a little" as an additional data point from which he can derive accurate information to be used during his counseling efforts. None of the CRT use the BuPers Manpower Forecasting data to direct their retention or counseling activities and most are unaware of its existence.

The retention aids which the CRT deem most critical to the success of the Navy's retention program are local Navy policies and the Career Counseling Manual. BuPers, SecNav, and Fleet Instructions are felt to be equally critical by the personnel officer, but rank significantly lower in importance by the others. Aids and materials such as decals and posters are considered neither important nor effective by the CCC, and rank only slightly higher in importance by the other CRT members. The availability of retention materials such as brochures and published hand-outs are publicized in the POD and bulletin boards and are usually hand distributed by the CCC mostly on a request basis or during a one-on-one interview or counseling session. The Navy Times is considered to have an impact on retention in that it publishes pay, fringe, and educational benefits information which can sway an individual either way. It is deemed a highly credible source of career information by all CRT members. The MCPOC feels that it has the most impact on "the E-6 pay grade and above, because it retards retention . . . especially over 20, because it's discouraging to read about the continual taking away of our fringe benefits." He also feels that it has less impact on the "E-5 level down, because they don't read it that much." None thought that any other non-Navy media had an impact on retention.

The procedures that are followed to prepare and then to conduct an individual interview appear to be conducive to building a rapport and trust factor between the CCC and interviewee. In fact, most of the enlisted personnel who have contact with the CCC provide positive words as to his effectiveness and willingness to help them in their careers and educational pursuits. The procedures that are followed to establish this environment start with the CCC checking the service records of the sailor prior to his interview and ensuring that he is up-to-date on all of the pertinent career counseling programs that could be applied to each individual. When the XO initiates an action to deny a sailor a recommendation for reenlistment, he discusses it with him personally. If the denial emanates from another source, the XO feels that the CCC or personnel officer should notify the sailor who has been denied the recommendation. In most cases the XO is aware and is part of the communication channel of all personnel not recommended for reenlistment.

Factors which are conducive to enlisted personnel selecting the Navy as a career run the gamut from job satisfaction to security to educational benefits to "how the Navy treats the wife." Detractions from Navy life are the work environment and heavy workload, poor living conditions and family separation. All personnel problem areas or potential areas of concern are rapidly routed upward through the chain-of-command, as outlined by the MCPOC, for the CO's action. The MCPOC is part of the information conduit in that as Chairman of the Captain's Advisory Committee which meets monthly, he discusses problems with committee members and drafts problem areas and recommendations to the CO, who then responds in writing to all such calls for command action.

PROFILE N

The four CRT members interviewed at Organization N consisted of the XO, MCPOC, CCC and a collateral duty, department career counselor. The CCC with 24 months has the longest time at the unit, followed by the department career counselor who has served 16 months, the XO ten months, and the MCPOC only 5 months. Both the CCC and department career counselor have attended a CIAC school--the former for three weeks in 1974, and the latter two short courses in 1975 and 1976. Both indicated the school and curricula were "great" and "very effective" in preparing them for their jobs.

The primary responsibility for group interviews and private counseling as they pertain to retention appears to rest with the CCC. Group sessions are not regularly conducted except for I Division and during that time the XO addresses the groups. Career-related information is "passed" on to personnel at the I Division by the CCC, who is aided by the collateral duty career counselors, if available. The XO occasionally conducts private counseling sessions, but his primary CRT function appears to be assisting in personal problem solving of unit personnel and addressing command problems that relate to career counseling. In addition, he and the CCC occasionally counsel or brief Navy wives when needed or requested. The collateral duty career counselor as expected is the least active of the CRT in performing organized counseling activities, but is supportive of the CRT concept and assists the CCC in the other administrative activities of the career counselor.

There does not appear to be any emphasis placed upon conducting group counseling nor the showing of slide presentations or films. Except for I Division, all counseling is held on an individual basis with primary emphasis placed on the first-termers. For example, the +18 and -10 slide presentation packages and equipment are available, space to show and discuss the presentation is adequate, and scheduling does not appear to pose a problem, yet there is little inclination to use the package. This appears to be due to personal biases against

group presentations. Films are readily used and are provided high marks by the CCC. For example, the film Have You Reached a Verdict has had good success and is an attention-getter according to the CCC. He has also successfully used a "personal affairs film" entitled You Owe it To Yourself with good results.

The XO's evaluation of the unit's and his own retention efforts is "not through statistics", but rather job performance. He feels if the unit's operational objective is accomplished, "people are happy". The CCC evaluates his retention efforts through individual feedback he receives, and informs the MCPOC of his findings. The XO and both career counselors use the CREO List more as a "good management tool" than for influence in their retention efforts "to show someone if a projected action is reasonable". Only the CCC feels that the BuPers Manpower Forecasting data have any impact on his retention efforts and this "only to a degree".

Navy retention materials are frequently used and distributed by the CRT. Information and materials are disseminated via the POD, bulletin board, and at quarters. The CCC feels that Navy Times has a significant impact on retention but that it should be "geared to the younger person." In his view the publication is widely disseminated and read at the unit. He also feels that All Hands and Link are good publications which enhance retention. In fact he would like to see everyone get copies of these publications and is actively seeking more copies for the unit. The MCPOC doesn't read the Navy Times because "it's just not interesting any more" but he reads All Hands, feels it's "widely read" and "provides good articles related to careers." The CCC and XO feel non-Navy media highlight the negative aspects of Navy life, including disciplinary cases and the loss of benefits--"seldom see anything positive about the active duty Navy." All agree that BuPers instructions are helpful in their retention program.

All but the XO spend much of their time in individual counseling. The MCPOC devotes "half" of his work week to it; the CCC "100%" of his time--the XO "sees"

personnel only "5%" of the time. Navy wives presentations are coordinated through the Ombudsman and Enlisted Navy Wives Club programs. Procedures for personnel not recommended for reenlistment are the same as for one who is recommended. Explanations are given by the CCC and the XO.

Navy career inducements, according to the four interviewees include money (all bonus pay benefits), job satisfaction, educational opportunities, and choice of assignment. Detracting from Navy life--at this unit--are extemely poor living conditions for the lower rated EP's and "financial problems" of personnel--both of which are tied together as the lower rates cannot afford good living quarters.

PROFILE O

The member of the CRT who has been assigned the longest to Organization O is the XO who has been aboard eight months. The CCC has been functioning in his job aboard this unit for three months. The CO, who has been aboard for only four months, appears to take an active part in the command's retention program, although he is not sold on the CRT concept. He feels that CRT activities often interfere with operational requirements and that a "dedicated career counselor who is qualified and has his own code" precludes the need of a CRT "as presently designed in a command of this size."

The +18 and -10 group interviews are not conducted, although the new CCC is in the process of setting these up. Group "rap sessions" often led by the CO are conducted for each Division and the CO feels these are effective communication channels during which he or other unit managers provide information and solicit questions. The CO also feels that Captain's Calls are very productive methods for increasing retention.

The effectiveness of the unit's retention efforts is monitored in different ways by the CRT. The CCC's retention indicators are the "number of sailors who come to me and request information," the number of sailors who are accepted to "A" and "C" schools*, and the actual retention rate figures. He feels that when the enlisted see positive results (i.e., getting the school or assignment of their choice), word-of-mouth is sufficient to increase career interest with the subsequent increase in retention. The CO conducts one-on-one interviews when each enlisted person leaves the command. This is a very candid feedback session where nothing gets out of the room. It's not a retention pitch, but rather a mechanism by which the CO learns of actual or potential problem areas of the command.

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*A schools are for basic job skills and C schools are for special skills.

Few of the CRT think that the CREO list affects retention efforts, although the CCC states that it "helps at times, especially when sailors are concerned with more money" (SRB level award). None thought that the BuPers Manpower Forecasting information has an impact.

The primary method of disseminating Navy retention materials to enlisted personnel is via bulletin boards, officer's call (quarters), the POD, and talking to people. Brochures explaining new programs, fringe benefits, educational opportunities, etc., are hand distributed down through the workspace level, often by CPOs after quarters. The feeling toward the Navy Times impact on retention is varied. The division career counselor feels that it has little impact among first-termers because "mostly career people read it." The CCC and MCPOC both feel it has a high impact on first-termers and career types especially in providing information on the fringe benefit problem. The MCPOC feels that it is "very accurate and is read by enlisted personnel to get information on career opportunities and growth. It lets personnel know the availability of billets, assignments, and promotions. It is very pro-Navy and is in favor of the EM . . . . . they fight for Navy fringe benefits." The CO feels that it has "lost some credibility" due to scare headlines and over-reaction to benefit cuts but it is a "better source of military information" than other media. Except for the CO, few think that non-Navy media impacts on retention. The CO feels that other media are "detrimental to retention" because they print "shock stories," and in general, local television and local newspapers are "very negative and anti-military" in their bias. There appears to be little consensus of the CRT as to the importance or effectiveness of Navy retention aids and materials. The CO feels that posters, slide shows, and decals are "better for recruitment, not for retention." The enlisted personnel of the CRT feel that the Career Counseling Manual is very important, very effective and critical to the success of the program.

The CCC and division career counselor spend almost all of their time on individual counseling of enlisted personnel while conducting no group interviews

(e.g., +18 or -10 presentations). Upon request the CCC will conduct the Navy Wives' slide presentation and this was done twice during the last six months. The CCC also spends time away from his duty station by meeting new personnel at the airport and helping them get settled in their quarters, often during off-duty hours. These counselors who conduct all interviews on a one-on-one basis appear to be knowledgeable in the correct procedures and methodologies of these activities. They encourage an informal and relaxed atmosphere and according to the MCPOC "they talk plain simple English, no snowjobs . . . no con." The CCC appears to be the only CRT member who is involved in providing information to personnel who are not recommended for reenlistment. The others either do not know or feel that this is primarily the CCC's responsibility. Similarly, the emphasis for getting enlisted personnel to properly fill out their Duty Preference Forms also lies primarily with the CCC.

The factors given by the CRT for stimulating an interest in a Navy career are varied. The CCC feels that inequitable sea/shore assignment ratios and unavailability of schools is very detrimental to retention. Others feel that retirement and educational benefits plus a good working environment are positive impacts on retention. The CO thinks what most stimulates a Navy career is "the travel and companionship . . . the Navy offers a chance for a new life, new friends . . ." getting away from bad experiences in civilian life. There is a definite concern about benefit erosion and most CRT members feel that the continually changing benefits packages confuse not only the first-termers but all enlisted personnel. Most feel that increases in pay in lieu of commissary privileges (which they don't view as a benefit) would help retention.

APPENDIX F - GLOSSARY

All Hands	A Navy publication aimed for dissemination of a wide variety of information to Navy personnel and their families.
BUPERS	Bureau of Naval Personnel
CCC	Command Career Counselor
CIAC	Career Information And Counseling
CO	Commanding Officer
constructive time	This refers to time which counts towards the 20 years necessary to "retire". Early reenlistments can be used to accumulate up to a total of six months toward the 20 years.
CPO	Chief Petty Officer, a non-commissioned officer in pay grades E-7 through E-9
CREO	Career Reenlistment Objectives
CRT	Command Retention Team
DCC	Department Career Counselor
Detailer	A Navy person in BUPERS who is responsible for making new duty assignments for personnel who are due to be transferred.
EM, EP	Enlisted Man (Men), Enlisted Personnel
GUARD II	Guaranteed Assignment Retention Detailing
HRAV	Human Resource Management Availability period during which the command focuses upon development of organizational plans.

I Division	The initial and temporary division of assignment for enlisted personnel newly arrived to a command. Often this applies only to non-rated enlisted personnel.
LINK	Navy publication dealing with information specific to assignment.
LPO	Lead Petty Officer
MCPOC	Master Chief Petty Officer of Command
-10 Group Interview	A required interview which is due 10 months before personnel are scheduled to be transferred to another unit or to leave the Navy. There is a slide presentation designed for use in this interview.
NEC	Navy Enlisted Classification code which indicates a special skill area.
Phase II	The "action" phase of the Navy's Equal Opportunity/ Race Relations program
+18 Group Interview	A required interview which is due for personnel who have been in the Navy approximately 18 months. There is a slide presentation designed for use in this interview.
PO	Petty Officer, a non-commissioned officer in pay grades E-4 through E-6.
POD	Plan of the Day, printed daily unit announcements
quarters	Term used for assembly of unit members by work group, usually held each morning.
re-up	Reenlist
SCORE	Selective Conversion and Retention program which allows personnel to convert to an undermanned rating in conjunction with their reenlistment.

SRB	Selective Reenlistment Bonus which is paid only to junior enlisted personnel for reenlisting in an undermanned rating.
STAR	Selective Training And Reenlistment which guarantees a schoolroom seat and advancement with a reenlistment.
TAD	Temporary Assigned Duty
1080	A computer listing provided to CRTs which flags names of personnel who are due to receive a -10 Group Interview.
Tickler file	Used here to refer specifically to the career counselor's file to flag each month the personnel that are due a specified interview
TYCOM	Type Command, such as Surface
XO	Executive Officer

APPENDIX G - REFERENCES

Atlantic Fleet Personnel Retention (CINCLANTFLTINST 1133.1)

Career Counseling Manual (NAVPERS 15878)

Career Counselor Record (NAVPERS Form 1133/11)

Career Reenlistment Objectives (CREO) (BUPERSINST 1133.25A CH-5)

CINCPACFLT Enlisted Retention Report (CINCPACFLTINST 1133.4A)

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Open Rates/Skills List (BUPERINST 1133.25)

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